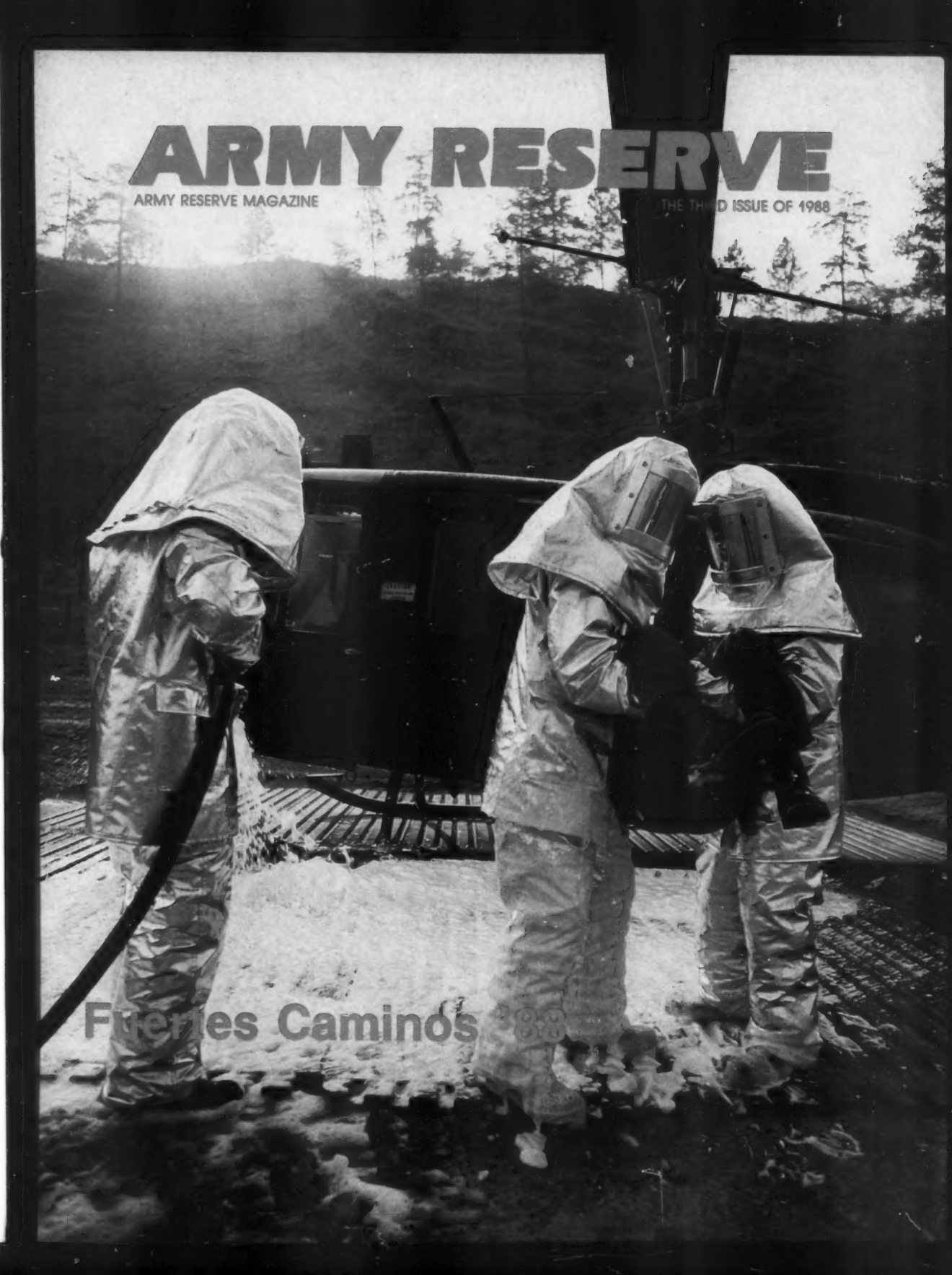
ARMY RESERVE
ARMY RESERVE MAGAZINE
THE THIRD ISSUE OF 1988
Fuentes Caminos

Voting

On November 8, 1988, we have the opportunity and responsibility to exercise our most fundamental right as Americans -- the right to vote.

The Army has designated August as Army Voter Registration Month, to emphasize the fact that soldiers have the same voting rights and responsibilities as other citizens. During the 1986 general election, only 15 percent of U.S. soldiers on active duty actually voted -- 20 percent below the national average. The Army's leaders were distressed by the poor voting turnout by soldiers.

I have no way of knowing how many Army Reserve soldiers voted in 1986. I do know that Reserve soldiers, by their voluntary participation as citizen-soldiers, demonstrate a higher sense of public-spirited involvement than many citizens. I urge that the spirit of the citizen-soldier extend all the way to the ballot box -- the ultimate symbol of what we are prepared to defend.

Every citizen-soldier should vote, and Army Reserve leaders have the additional responsibility of encouraging their soldiers to exercise their right and responsibility to help select our leaders.

First, understand the issues and learn about the candidates. Then, register and vote. We will all be glad you did.

WILLIAM F. WARD
Major General, USA
Chief, Army Reserve

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# Army Reserve Magazine
# Vol. XXXIV, Number 3
# Third Issue of 1988


**ISSN #0004-2579**
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**COVERS: Army Reservists trained with Regular Army and National Guard soldiers at Camp Powderhorn, Honduras, during Exercise Fuertes Caminos '88, between November 1987 and June 1988. For more about the exercise, see page 14.**

**Army Reserve photos by Joe Cordo**

**FRONT: Firefighters of the 369th Engineer Platoon, Worchester, Pa., practice rescue procedures. They were among the hundreds of Army Reservists who supported the engineer road-building effort. Pictured (but we can't tell who is which) are 1st Lt. James Wong, SP4 Gerry Murphy and PFC Paul Courts.**

**BACK: Maj. Georgia Pasqualone, Arlington, Mass., joins her new friends in a small Honduran village during a MEDCAP (Medical Civic Action Project). She's a member of the 351st General Hospital, Hanscom Air Force Base, Mass.**


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**"The Secretary of Defense shall require the complete and current dissemination to all Reserves and the Public of information of interest to the Reserve Components."**
**Section 278, Title 10, U.S. Code.**

## ADDRESS CHANGES

Here's how to change your address for *Army Reserve Magazine*:

**Reserve unit members:** Provide new address to your unit personnel technician for SIDPERS-USAR entry.

**IRR, IMA or AGR Reservists:** Provide new address to your personnel manager at ARPERCEN.

**Postal Officials:** Send Form 3579 to Army Reserve Magazine, c/o ARPERCEN, ATTN: DARP-EPO, 9700 Page Blvd. St. Louis, MO 63132-5200.

**Official addresses, retirees, non-Reservists and others:** Write to Editor, Army Reserve Magazine, 1815 N. Fort Myer Drive, Arlington, VA 22209-1808.

## Connelly Award Winners Announced

Hungry? You can get the best meal in the Army Reserve at the field kitchens of the 412th Engineer Command, Vicksburg, Miss. The chefs of the 412 were winners of the 1988 Philip A. Connelly Award in the Army Reserve field kitchen category.

The Connelly Award is the Army's highest honor for food service operations. Co-sponsored by the Army and the International Food Service Executives Association, the award was created to foster professionalism in Army food service while providing an incentive for individual excellence. Soldiers from all three Army components participate in field kitchen competitions, while active Army dining facilities also compete against each other.

The runner-up Army Reserve cooks in the 20th annual competition were from the 3rd Bn., 92nd Field Artillery, an 83rd ARCOM unit from Akron, Ohio.

## New Tape Tells About Retirement Points System

A new videotape, called "It's Your Money," will be distributed to major Army Reserve commands soon. It's a 15-minute drama about a fictional Army Reserve soldier who is ready to retire, but who finds his records are missing a "good" year required to qualify for retirement.

The story has a happy ending, and makes the point that soldiers need to keep good records of the duties they peform throughout their military careers.

The tape was produced by ARPERCEN, which is the home of the Retirement Points Accounting System (RPAS). The tape is cataloged as Standard Audiovisual Product Identification (SAVPIN) 705912DA.

## Exchanges Now Admitting Visitors

Authorized shoppers at outlets of the Army and Air Force Exchange Service (AAFES) now may bring visitors into the shops.

With local commander approval, exchanges will admit visitors accompanied by a "sponsoring" customer. Although they will be admitted, visitors still cannot make purchases.

# Reserve Units Experience Officer Strength 'Cap'

The Army Reserve has intensified management of troop program unit (TPU) officer strength and taken steps to control commissioned and warrant officer strength, in an effort to comply with Department of Defense funding constraints for fiscal years 1988 and 1989.

TPU officer end strength as of Dec. 31, 1987, stood at 46,934 and was growing. The FY88 budget only allows for an average of 46,673, which is 90 percent of the force structure allowance.

Since a third of this year's budget had already been executed by the time these strength limits were set by the Secretary of Defense, program managers at OCAR concluded that TPU officer strength must be held to monthly maximums for the remainder of FY88 in order to stay within the budget.

OCAR personnel officials said alternatives were examined to allow USAR officer strength to fill all authorized positions; but the combined effect of budgetary and end strength restrictions, along with the timing, left no option other than to establish monthly end strength limits for each major command.

OCAR officials expect similar strength restrictions to be needed in FY89 and beyond.

### ARPERCEN is Authority

In late March, ARPERCEN was designated the central assignment authority for all assignments of commissioned and warrant officers to Army Reserve TPUs except for reassignments within the same MUSARC. To assist in the control of TPU officer gains, ARPERCEN temporarily curtailed publishing IRR-to-TPU transfer orders until revised officer assignment procedures could be implemented.

Meanwhile, FORSCOM has prioritized all requests for transfer orders, and MUSARCs have been instructed to internally cross-level assigned officers prior to submitting requests for filling unit vacancies. Also, the U.S. Army Recruiting Command (USAREC) officer candidate school (OCS) recruiting mission has been curtailed, with the exception of commitments to those already in the training pipeline.

There is no restriction on assignment of Medical Corps and Army Nurse Corps officers, but the restrictions apply to all other Army Medical Department (AMEDD) officers.

### Temporary Delays

Some cadets graduating from the Reserve Officers' Training Corps (ROTC) and selected for duty in an Army Reserve unit face initial assignment delays. These new lieutenants will be temporarily assigned to the IRR.

The only assignments which may be made by ARPERCEN during this period are:

- Positions declared key and essential for readiness and operations (for example, commanders and key staff). These assignments can only be done at the direction of the CONUSA.
- Cadets who are members of the ROTC Simultaneous Membership Program (SMP) and Early Commissioning Program (ECP), and have been selected for Reserve Forces Duty (RFD), but who have not yet graduated, may continue in their enlisted unit status. Upon commissioning, they will be assigned to the IRR and immediately reassigned to a unit.

## Missouri Reserve Plates

Missouri has authorized distinctive automobile license plates for members of the Army Reserve and the reserves of the other services.

State law had allowed the distinctive plates only for members of the Missouri National Guard. Legislation signed by Gov. John Ashcroft in June authorized the plates for Reservists. Missouri is the 11th state to issue special plates for Reservists.

### Correction

The Army Reserve unit described in "Reserve Ordnance Unit Handles Bright Star Ammo," page 21, issue 1/88, was incorrectly identified in the story. The unit is the 266th Ordnance Co., (Ammunition DS/GS), Aguadilla, Puerto Rico.

## USAR Shooters Wins Title At Army Small Arms Championship

An Army Reserve soldier, SFC Frank Goza, was the top pistol shooter at the 1988 All Army Small Arms Championships at Fort Benning, Ga. Nearly 800 shooters from the Regular Army, Army Reserve and National Guard competed in team and individual events.

Another Reservist placed second in his event, and two USAR teams placed in Infantry Trophy competition.

Goza, a member of the 2nd Army team, won the Individual Pistol competition with a score of 3,525. Sgt. Lowell Johnson, a member of the 1st Army team, took second in Individual Rifle competition with a score of 2,060.

Placing second and third for the Infantry Trophy were the 2nd Army team, scoring 2,521; and the 5th Army team, with a score of 2,157.

The competition featured teams representing 40 units from the active and reserve components. The contest included combat firing with the M-16A2 rifle, 9mm pistol and M-60 light machine gun, as well as a newly added two-man sniper rifle event.

## USAR Linguist Unit Being Formed

An Army Reserve reinforcement training unit (RTU) for linguists is in the process of being formed in the First Army area. The unit, believed to be the first of its kind in the Army Reserve, will enable soldiers with language skills to practice them and improve their proficiency.

An RTU is different from the more common troop program unit (TPU). RTU structure is more flexible than that of TPUs, but members drill for retirement points only; not for pay. The new unit is open to qualified linguists of all ranks and specialties from throughout the First Army area, which stretches from Maine to Virginia. The unit will initially be headquartered in Washington, D.C.

Qualified Reservists who want to join the unit or to help organize a detachment in their own community should write to the Army Reserve Linguist Unit, c/o Defense Language Institute, 1300 Wilson Blvd., Arlington, VA 22209.

## An Army Reserve Glossary

The Army, and the Army Reserve, would be speechless without acronyms. Most of those appearing in this magazine are known to many Reservists, but if you're mystified, here's a glossary of the more frequently used terms:

**ADT** — Active Duty for Training. This type of active duty is performed by any Reservist attending a school, counterpart training or other special training activities.

**AGR** — Active Guard/Reserve. Army Reservists on full-time active duty in support of Reserve units and programs. The National Guard has a program of the same name, which is administered separately.

**ARCOM** — Army Reserve Command. One of 21 geographic major Army Reserve commands throughout the U.S. (plus one in Germany). Most (but not all) Army Reserve units are subordinate to an ARCOM, which is commanded by a Reserve major general.

**ARPERCEN** — Army Reserve Personnel Center in St. Louis, Mo. The nationwide administrative and personnel management center for the Army Reserve. It is the headquarters for AGR, IMA and IRR Reservists.

**AR** — Army Regulation.

**AT** — Annual Training. Active duty performed annually (usually for two or three weeks) by Army Reserve units and by IMA Reservists.

**CONUSA** — CONtinental U.S. Army. The five numbered Army headquarters, which are subordinate to FORSCOM and command Army Reserve units in their respective regions. CONUSAs are commanded by Regular Army lieutenant generals.

**DA** — Department of the Army. The headquarters of the Army, located in the Pentagon, Washington, D.C.

**FORSCOM** — Forces Command. The Army specified command headquartered at Ft. MacPherson, Ga., which commands virtually all Army Reserve units in the U.S.

**FY** — Fiscal Year. This is the budgetary and training year for the Army. It starts on Oct. 1 and ends on Sept. 30.

**GOCOM** — General Officer Command. A unit of the Army Reserve with a general officer commanding, other than an ARCOM or a Division (Training). GOCOMs are functionally organized and are usually identified as a brigade or command.

**IDT** — Inactive Duty Training. Defined by AR 140-1. The most common example of IDT is weekend drill.

**IMA** — Individual Mobilization Augmentee. A Reservist who is assigned to an active Army unit or agency with which he or she would mobilize in case of emergency. IMA's serve at least two weeks of AT with their unit of assignment each year.

**IRR** — Individual Ready Reserve. A Reservist who does not belong to a Reserve unit or hold an IMA assignment. IRR soldiers do not normally drill but may serve tours of ADT. Upon mobilization, IRR soldiers receive orders from ARPERCEN.

**MUSARC** — Major U.S. Army Reserve Command. The highest level of USAR unit commanded by a Reserve general. All ARCOMs, all Divisions (Training) and any GOCOM with a major general commanding is a MUSARC.

**MUTA** — Multiple Unit Training Assembly. Commonly known as "weekend drill." The most common form is a MUTA-4, which includes four four-hour unit training assemblies.

**OCAR** — Office of the Chief, Army Reserve. The agency of the DA staff in Washington responsible for Army Reserve policy and budget matters.

**RC** — Reserve Component. Each branch of the U.S. military services has a regular component and one or more reserve components. The reserve components of the Army are the Army Reserve and the Army National Guard of the U.S.

**SIDPERS** — Standard Installation/Division Personnel System. The Army Reserve-wide computerized personnel data base.

**TAPA** — Total Army Personnel Agency, formerly Military Personnel Center (MILPERCEN). Located in Alexandria, Va., this agency is the active component counterpart to ARPERCEN, and has some responsibilities affecting the Army Reserve.

Other acronyms are defined when they are used in a story.

## Reservists Can Apply

# The Army Astronaut Candidate Program

The Army Astronaut Candidate Selection Program is accepting applications from members of the reserve components for its nationwide selection program for potential astronauts.

The program provides Army support for developing and operating the Space Transportation System (the space shuttle) and for providing the Army a nucleus of highly qualified personnel with extensive first-hand experience in manned space operations, according to officials at DA's office of the Deputy Chief of Staff for Personnel (DCSPER). Soldiers selected will land a tour of duty as an astronaut detailed to the National Aeronautics and Space Administration (NASA).

Astronauts may serve as either pilots or mission specialists. The normal detail for military astronauts is six years, the first of which is spent in training as an astronaut candidate. Potential crew members who successfully complete their candidate training will be certified by NASA as shuttle crew members.

The year-long training program is followed by advanced and on-the-job training, and a five-year tour of duty which commences once the Army has been notified of the certification.

Upon completion of their NASA tour, astronauts will be reassigned within the Army for a follow-on tour of four years.

All soldiers, regardless of age, sex, race, rank or component, who are U.S. citizens and meet the following prerequisites are eligible to apply for nomination to NASA:

- Bachelor's or advanced degree in an engineering, biological or physical science or mathematics discipline.
- For pilots, 1,000 hours of pilot-in-command time in high-performance jet aircraft.
- Ability to pass a NASA space flight physical (Class I for pilots, Class II for mission specialists). Sight, hearing and blood pressure standards are nonwaiverable.
- Pilots must be between 64 and 76 inches tall; mission specialists must be between 60 and 76 inches tall.
- Officer applicants should have sufficient retainability to complete a tour with NASA and subsequent active duty obligation (six-year detail to NASA followed by a four-year Army tour).

### Application Process

The Army selection program is run by the Total Army Personnel Agency (TAPA); Army Reserve applications should be submitted through command channels to ARPERCEN, ATTN: DARP-OPM-P, 9700 Page Blvd., St. Louis, MO 63192. ARPERCEN will forward applications for consideration by the Army Selection Board.

Reservists who meet all of the prerequisites can apply between Oct. 1 and Dec. 31. The next Army Selection Board is scheduled to convene in March 1989, and the Army nominee list will be sent to DOD in June 1989 and forwarded to NASA for review in July.

Application information for the Army Astronaut Candidate Selection Program can be obtained from TAPA's Aviation Plans and Programs Branch; telephone: (202) 325-8156/7 (Autovon 221-8156/7); mail: Cdr. USTAPA, ATTN: DAPC-OPZ-AV, 200 Stovall St., Alexandria, VA 22332-0400.

## *Army to Buy "Fox" NBC Vehicle*

The Army has announced that it will adopt the German "ABC-Spuerpanzer FUCHS" (Fox NBC Reconnaissance Vehicle) as its nuclear/biological/chemical (NBC) reconnaissance vehicle.

The Fox has been in service with German forces since 1979. A version has been recently fielded as a reconnaissance vehicle with nuclear and chemical detection, warning and navigation equipment.

## Rank of Master Warrant Created

A new Army rank designation was created in May when the Army Chief of Staff, Gen. Carl E. Vuono, approved the rank of master warrant officer four (MW4).

The MW4 is an interim step pending the authorization by Congress of the rank of chief warrant five. Congressional action is expected next year on that proposal.

Date of rank for MW4s will be their date of promotion to CW4, but they will be senior in precedence to all other chief warrant officers four (CW4) who have not been designated master warrants.

### Army Reserve MW Procedure

The first selection board for Army Reserve MW4s will be convened in September. All USAR CW4s with 20 or more years of service and five or more years in grade will be considered.

Warrants selected by the board will be able to attend an MWO training course at Fort Rucker, Ala. The course is designed to be eight weeks long with a 100-hour advance reading requirement, but the first few courses will be ten weeks long to include the read-ahead material. The first course will be offered in September.

Beginning in FY 1989, unit authorization documents will start designating warrant officer positions as WO (WO1/CW2), Senior Warrant (CW3/CW4) or MW (MW4 and, ultimately, CW5). To be designated an MW4, the selected and trained warrant officer must also be assigned to a designated MW position — but will retain the title even if transferred to another position not so designated. IRR CW4s will be boarded, but will need to be assigned to a unit or IMA position before gaining the title.

USAR units will be authorized a total of 106 MW positions during FY 1989. Army Reserve MW4 positions will be tenured for four years, after which the incumbent must be reassigned to a position coded SW or MW, or to the IRR.

The concept of creating master warrant officers was discussed in an article in *Army Reserve Magazine*, Issue 2/1988.

## ROA Outstanding Units Named

Three Army Reserve units received outstanding unit awards from the Reserve Officers Association (ROA) at the organization's annual summer meeting in June. The awards were for training year 1987.

Winner of the large unit award was the 75th Maneuver Area Command of Houston, Texas, commanded by MG Guilford J. Wilson Jr. The 75th MAC also was awarded the Association of the U.S. Army's Walter T. Kerwin Award for Reserve Component Unit Readiness.

The small unit award winner was the 1189th Transportation Terminal Unit, Charleston, S.C., commanded by Col. Herbert R. Allen.

The winning company-sized unit was the 217th Transportation Co. (Heavy Truck) of San Antonio, Texas, commanded by 1st Lt. W. James Jonas.

## 'Speedy Four' Title Going, Going . . . But Not Yet Gone

The rank of specialist four will follow the rest of the Army's former specialist ranks into history in FY 1989, according to officials in the Army's office of the Deputy Chief of Staff for Personnel (DCSPER).

Early press reports had the change taking place earlier this year, but it won't be official until personnel data base systems are modified during FY89. Then the SP4 rank will be replaced by a simple "specialist," to be abbreviated SPC.

The Associated Press, which sets the style for most U.S. news media, has already changed its abbreviation for Specialist 4 from "Spec. 4" to "Spec."

## Engineer Center Leaving Fort Belvoir

Since World War I, the Army has trained engineer officers and NCOs at Fort Belvoir, Va., south of Washington, D.C. But the "Belvoir era" is coming to an end for engineers, with the move of the U.S. Army Engineer Center to Fort Leonard Wood, Mo.

The official transfer ceremony took place May 31; the relocation of the center is scheduled to be completed by February 1990. New facilities to house the center are being constructed at Fort Leonard Wood, which already is home to most enlisted engineer training.

Fort Belvoir has become part of the Military District of Washington and will be the administrative headquarters for a variety of Defense agencies, including the Corps of Engineers and Intelligence and Security Command, both of which will be relocated from elsewhere in the Washington area.

## CLARIFICATION

A statement in the "Report: '88" section of Issue 2/1988, *Army Reserve Magazine*, may have left an incorrect impression in some readers.

On page 21, under the headline "Automation Support for the Army Reserve" was discussed the development of the Reserve Components Automation System (RCAS). The last paragraph noted that "initial fielding of unit administration hardware and software is now under way. . ."

That paragraph refers to the fielding of Zenith 248Z microcomputers for Army Reserve units (which was, in fact, completed during the spring). That program (outlined in *Army Reserve Magazine*, Issue 4/1987, page 17) was in the past a part of RCAS, but is not part of the RCAS system now being developed by the RCAS Program Manager's Office.

## FY89 Officer Exchange With Germany

The Army Reserve has been allocated six officer exchange positions in the FY 1989 Reserve Officer Exchange Program with the Federal Republic of Germany.

The program, a one-for-one exchange of officers between the U.S. reserve components and the German military, was described in Issue 4/1987 of *Army Reserve Magazine*. Officers are attached for duty with German Army units, where they receive assignments commensurate with their grade and qualifications and are integrated into German units for duty and off-duty activities.

The program is designed to be a hands-on/"dirty boot" training program, say OCAR training officials, who are coordinating the Army Reserve portion of the program.

The FY 89 Exchange is scheduled for Sept. 2-19, 1989. Funding for the program comes from funds allocated to selected officers' units through their chains of command.

### Application Process

Applications from troop program unit majors and lieutenant colonels will be accepted through the chain of command beginning in September 1988. OCAR message 301404Z Jun 88 explains the application procedure and selection criteria.

OCAR officials said the Army Reserve officers selected for exchange duty will be those who have demonstrated capabilities for higher command and staff positions and who are particularly well qualified through schooling and assignment experience for the exchange positions they will fill. Selected officers must also be capable of representing of representing the Army Reserve with tact and diplomacy, and be highly motivated for such duty.

Officers should have at least conversational capabilities in the German language. They must also have a valid mobilization assignment to Europe. There are no restrictions as to the officers' specialty. The German host unit will be selected based on the USAR officer's duty specialty and qualifications.

### Germans Coming Here, Too

Army Reserve units wanting to host a German officer for annual training in FY 1989 should make their desires known through their chains of command to FORSCOM. The majority of German officers participating in the program are serving in combat support and combat service support specialties.

# Former Prisoners of War Eligible for Service Medal

The Prisoner of War Medal, recently authorized by Congress, is now available for issue to former prisoners of war.

The medal will be issued at no cost to any person who was taken prisoner of war and held captive after April 5, 1917. Defense records indicate about 142,000 service members qualify, from action during World War I, World War II, Korea and Vietnam.

Former POWs, or their next of kin, may apply for the medal by writing to the military records center of the service of which they were a part during their imprisonment. Application forms are available from the military services or a variety of veterans organizations and other public service agencies. A toll-free number, (800) 873-3768, has been established to take requests for application forms and provide information about the medal.

Requests for the medal must include basic personal information so the records center can verify the applicant's former POW status and character of service while imprisoned.

Information should include full name, service number, Social Security number, VA claim number, date and place of birth, branch of service, unit of assignment when captured and dates of confinement and release as a POW.

DD Form 2510, Prisoner of War Medal Application/Information, is used to process applications. A personal letter containing the necessary information will be accepted from applicants who do not use the official form.

### Eligibility

The law creating the medal indicates it may be awarded to anyone who "... was taken prisoner and held captive while engaged in an action against an enemy of the United States, while engaged in military operations involving conflict with an opposing foreign force, or while serving with friendly forces engaged in an armed conflict against an opposing armed force in which the United States is not a belligerent party."

To qualify, an individual must have been taken prisoner during an armed conflict (World Wars I or II, Korea and Vietnam) and must have rendered honorable service during the period of captivity. The medal may be awarded posthumously to the legal next of kin. The next of kin of those who are listed as missing in action, but for whom there is no evidence of captivity as a POW, are not eligible.

In addition to writing directly to their military records center, applicants may submit their requests through a third party, such as a veterans organization or public official, who will agree to receive the medal and present it to the requester.

Written requests for issue of the medal or determination of eligibility should be addressed to:

- For former Army prisoners of war: Army Reserve Personnel Center, ATTN: DARP-PAS-EAW, 9700 Page Blvd., St. Louis, MO 63132-5200.
- For former Navy, Marine Corps and Coast Guard prisoners of war: U.S. Navy Liaison Office, National Personnel Records Center, 9700 Page Blvd., St. Louis, MO 63132-5199.
- For former Air Force (including former Army Air Corps) prisoners of war: Air Force Reference Branch, National Personnel Records Center, 9700 Page Blvd., St. Louis, MO 63132-5199.

## *New Combat Boots Coming Soon*

Corcoran II, "companion" field boot to the original jump boot, will be available worldwide in Army and Air Force Exchange System (AAFES) facilities by the end of summer.

The boots' leather can be shined. Other features include Vibram sole and Sorbithane comfort heel pad, padded collar and speed lacing. It is expected to sell in the $60 range.

For cold-weather duty, AAFES is introducing the Matterhorn, a totally insulated, U.S.-made, top-of-the-line field boot. The boot will sell for $95 when it becomes available later this year.

## *Uniform Coats in Short Supply*

Soldiers looking to replace their AG 344 dress coats may find them out-of-stock at military clothing sales stores over the next several months, according to officials in the Army's office of the Deputy Chief of Staff for Logistics (DCSLOG).

All available stocks of the coats are being directed to basic training reception stations for issue to recruits.

The officials said the primary reason for the shortage is that 80 percent of the companies which manufacture the coats have been barred from doing business with the government since a wide-ranging federal criminal investigation. The remaining contractors are working to meet the demand.

## *AAFES Ranks 11th Among U.S. Retailers*

In 1987, the Army and Air Force Exchange Service (AAFES) ranked 11th among the nation's retailers with annual sales of $5.9 billion.

AAFES operates 17 types of businesses on Army posts and Air Force bases, including main retail stores, shoppettes, military clothing stores, troop stores, catalog sales, film processing, distribution, automotive, vending, new car sales, commodity concessions, personal services, theaters, franchise food operations, food plant operations, school feeding program and other food operations.

All AAFES profits are returned to military customers either as dividends for quality-of-life programs or in the form of new or improved exchange facilities.

## *Electronics Facility To Train Reservists*

A new facility under construction at Tobyhanna Army Depot, Pa., will house reserve components training for repair of the latest high-tech communications-electronics equipment. The $1.6-million, 25,000-square-foot building will be the first of two such centers; the second will be at Sacramento Army Depot, Calif.

Both depots have the mission of overhaul, repair and fabrication of commel equipment, and their technicians — more than 150 at Tobyhanna alone — will support the training of 175 Army Reserve and National Guard soldiers at a time.

# LETTERS

## Don't Call Her Sir

Sir:

Each time I receive a copy of *Army Reserve* I put my "to do's" on hold, and take in some enjoyable and informative reading. As I read "'My Name's Not Honey" (Issue 1/1988) I was in hopes there would be mention of a military procedure that is commonly used, and one I consider harassment. However, nothing was mentioned.

I refer to the practice of addressing a telephone caller as "sir" prior to the individual's sex being known. While at AT in Korea, the term "sir" was well taken by all since it is a common term of respect for both sexes in that country.

However, that is not the case here in the U.S. The 1987 edition of *Random House Dictionary* defines "sir" as: (1) a respectful or formal term of address used to a man, (2) the distinctive title of a knight or baronet, (3) a lord or gentleman. None of which apply to the female gender.

I am not a women's libber, but until the term "sir" is common to both sexes in our country, my dander will continue to bristle when I make military phone calls. I'm hoping the military will look at the total picture of discrimination and harassment so the title of your next article can be "My Name's Not Honey, Nor Is My Title Sir."

CW2 Sally L. Ayer
Fresno, Calif.

## MIA Status

Sir:

I have an "MIA-KIA" bracelet for a soldier who served in Vietnam. I have not gone to "The Wall" yet, but I will in time. How can I find out if the soldier came home (living or dead)?

If the soldier is dead, I would like to give this bracelet to his family, if they want it. If the soldier is alive, I want to give him the bracelet, if he wants it.

What got me going on this was the TV movie "To Heal a Nation" on Sunday, May 29.

The bracelet reads: SP5 James Klimo, 11-4-69.

CSM Eric H. Deravin
Jamaica, N.Y.

*We contacted the National League of Families of American Prisoners and Missing in Southeast Asia, which acts as a clearing house for information about MIAs and as a point of contact for their families. They list SP5 Klimo as one of the about 2,400 service members still unaccounted for.*

*Readers with concerns about MIAs can contact the National League of Families at (202) 223-6846 or by writing to them at 1608 K St. NW, Washington, DC 20006.*

## Correspondence Courses

Sir:

I enjoy reading *Army Reserve*. I have just celebrated my 10th year in the Reserve.

I am writing for more information on USAFI (United States Armed Forces Institute of Correspondence). How about a feature on this organization? Does this institution publish a course catalog?

MSgt. Curtis R. Palmer
Denver, Colo.

*USAFI went out of business in 1974. It has been replaced by two other programs. One is Defense Activities for Non–Traditional Educational Services (DANTES); the other is Serviceman's Opportunity College (SOC). You can find out more about these programs at the education center of the nearest Army installation.*

## Retirement Benefits

Sir:

I really enjoy reading *Army Reserve Magazine*. I have five years in the Army Reserve. My first military experience came when I entered the Army after high school; I went to Germany for 30 months as a 16 Delta (Hawk missile crewman).

I am proud I served in the Army, but I am tired of being treated second to the Active Army. I read the letter about Retirement Benefits Earlier (Issue 4/1987) and I agree with Col. John Lee.

Army Reserve soldiers are supposed to be important to the military. The Reserve has more soldiers than the Active Army. We make up the most powerful force on Earth. We are ready to answer in Korea, Europe, the Middle East — anywhere in the world.

So why should we have to wait until age 60 to get our retirement check? I know the Army Reserve would get more top-class high school students if the Army would think about changing this benefit.

I have four years left on my Army Reserve contract. When my time comes to reenlist, I will take a good look to see what they have to offer me.

Sgt. John Lee Neal Jr.
Milwaukee, Wis.

## Active, Reserve Soldiers Both Deserve Retirement

Sir:

I am writing in reference to the letters on retirement benefits by Col. Ronald D. Fletcher (4/1987) and SFC Frank Willard (2/1988), both of which have good points.

I have served both in the Active Army and in the Army Reserve. I agree that anyone who believes that active duty people only spend 40 hours a week at their job needs an education on what it is really like. But on the other side, anyone who believes that a Reservist only works 16 to 20 hours a month, is in the same boat.

As in Active Duty, so does it apply to a Reservist. The more rank you have,

**Continued on Next Page**

### Retiree Patch — Chapter 2

In the second issue of 1988, we responded to a reader's query about a shoulder patch for retirees by saying that one had been authorized, but the design was not yet approved.

Our information was out of date. The patch has been approved and is available for sale in the uniform clothing section of post exchanges. It is not available for free issue.

According to Pentagon sources, a revised AR 670-1, Wear and Appearance of Army Uniforms and Insignia, was distributed in July 1988. It covers the use of the retiree shoulder patch. Essentially, it will authorize the patch to be worn on the left sleeve of the Army Green uniform, centered ½-inch below the shoulder seam. It does not, we are told, authorize the patch to be worn on civilian clothing.

The absence of the regulation threw us on the wrong track, for which we apologize to any readers we may have confused.

# LETTERS

**Continued from Previous Page**

the more time you have to put into your job. I have spent a lot of time at my reserve center working without pay. When I was on active duty, I got paid whether I worked or not.

I am not saying that we, in the Reserve, should receive the same as those on active duty. But the thought of waiting until 62, when I may not live that long, is not a happy feeling either.

As for serving in Vietnam, SFC Willard, many of us in the Reserve also graduated from the University of Nam. For me, it was two years.

SFC James L. Sager
Grand Rapids, Mich.

## Medals on Civilian Attire

Sir:

How about a short article on wearing of miniature medals on civilian attire by retirees?

I understand it's authorized, but don't have access to the regulations.

Questions are: How worn, where worn, when appropriate?

COL Nevin R. Williams
Carmichael, Calif.

*The authority for wearing of medals is found in AR 670-1, Wear and Appearance of Army Uniforms and Insignia. Paragraph 30-6, Wear of medals on civilian clothes, states, "Retired personnel and former soldiers may wear either full size or miniature medals on appropriate civilian clothing on Veterans Day, Memorial Day, and Armed Forces Day as well as at formal occasions of ceremony and social functions of a military nature." The regulation does not address what constitutes "appropriate civilian clothing," or how they should be positioned. It is safe to assume that the term "formal occasions" would dictate formal clothing, and that the medals should be positioned as closely as possible to their location on a uniform.*

## Safety Violations

Sir:

Reference the photo of "hot" refueling which appeared in Issue 2/1988 of *Army Reserve Magazine*.

There are several violations associated with this particular operation. The refueler is wearing his safety goggles on his head, not on his eyes where they are intended to be. A pilot should be seated at the controls in the rear seat of the aircraft. The non-essential bystander is entirely too close to the area.

Statistics show that accident rates are proportionally higher during major training exercises such as the one in which that unit was participating. Failure to follow safety SOPs or other directives intended to reduce hazard risk, and inattention to the detail of safety, will do little to lower those rates.

CW4 Richard L. Miller
Aviation Safety Officer
157th Aviation Co.
Willow Grove, Pa.

*CW4 Miller's points are well taken. In defense of the soldiers in the photo, however, we must admit that the biggest error was ours — other photos in the sequence from which that photo was selected showed "hot refueling," but that particular refueling operation was not "hot." The goggles should still be down.*

## SRIP Status

Sir:

Reference the Update article, "Reenlistment Bonus Programs Return," (Issue 1/1988).

ARPERCEN's reenlistment section says the Army Selected Reserve Incentive Program (SRIP) has not been available since October 1987 and they know nothing of a reinstatement.

If the program has been reinstated, who has the information and what are the requirements and qualifications?

SSgt. Patricia A. Britt
Bean Station, Texas

*The Selected Reserve Incentive Program has been reinstated, but, as its name indicates, it applies only to members of the Selected Reserve — that is, members of troop program units or the IMA program. The Individual Ready Reserve (IRR), of which you are a member, is not part of the Selected Reserve.*

*An IRR bonus program was discontinued on Sept. 30, 1987, and has not been reinstated. ARPERCEN's career advisers and personnel management officers will have the latest information on incentive programs for IRR soldiers.*

## Rest of the Story

Sir:

I was glad to see your article on the six Army Reserve officers who spent two weeks with various German Army units last fall (Issue 1/88). When you participate in such an experience, you suddenly realize how important knowledge of a foreign language is, especially for an Army such as ours which is so involved in foreign countries both in peace and war.

It can be very humbling and frustrating to be unable to communicate or understand what is going on. Fortunately, most of the officers who visited German units did have at least a rudimentary knowledge of German.

There is an Army Reserve angle to the story which you may not know about. The project officer for the visit was an assistant Army attache in our embassy in Bonn, who was called away on other urgent business about 10 days before the arrival of the American reservists (there were about two dozen from all four services and the Coast Guard).

I walked into this vacuum as a Reserve IMA attache in Bonn for my AT. I found a buck slip with a few instructions to finish coordination for their visit. I made final arrangements with a local hotel for reservations, with the railroad for transportation between Bonn and the host units, and with the German Ministry of Defense regarding a host unit for each officer and the briefing and luncheon at which Lt. Gen. Odendahl appeared.

There were a couple of lessons to be learned. One, as indicated above, is the importance of knowledge of foreign languages, particular for officers who will be serving with or near foreign units, for Reservists as well as for active duty officers.

Second is the importance of IMA backups to Regular Army officers in sensitive positions. The Army attache has asked that I return this year at the same time, for there will be heightened activity then, too. If the Army budget holds enough money for that, I shall have the opportunity to greet the next group of U.S. officers visiting with German units.

Lt. Col. Douglas O. Fleck
Chesterfield, Mo.

**For explanation of acronyms, see the Army Reserve Glossary on page 5.**

The Pentagon hallway outside the Office of the Chief, Army Reserve, reminds passers-by of the importance of the citizen-soldier to the Total Army. Two who know are Lt. Col. Jesse Wall and SSgt. Rebecca Solander, of OCAR's Personnel Division.

# The Army Reserve's Voice On the Army Staff

At Headquarters, Department of Army, in Washington, D.C., matters regarding the Army Reserve, particularly those concerning policy, programs and budget, are the responsibilities of the Office of the Chief, Army Reserve, known as OCAR.

Maj. Gen. William F. Ward is the Chief, Army Reserve (CAR). He is the sixth officer to hold the position since it was established in 1963. Like his predecessors, he is a Reserve officer who was nominated for the job by the President and confirmed by the Senate. Also like previous CARs, most of his military career has been spent as a part-time Reservist.

The legislation which created the position of Chief, Army Reserve, also stated his two primary duties: To serve as adviser to the Chief of Staff, Army, on all matters relating to the Army Reserve; and to serve as appropriations director for Army Reserve appropriations, of which there are three — one each for personnel funding, operations and maintenance, and military construction.

**The Chief, Army Reserve, Major General William F. Ward, makes a point during testimony before the Senate Appropriations Committee. Explaining Army Reserve issues and priorities to Congress is a major part of the CAR's job.**

Army photos by SSgt. Jerome Howard

**Continued on Next Page**

# OCAR

**Continued from Previous Page**

### The CAR's Staff

Assisting the CAR with his duties is the OCAR staff of just over 100 personnel. They are in turn supported by OCAR's field operating agency, ARPERCEN in St. Louis, and the Army Reserve Support Center, a small sub-element of ARPERCEN located in the Washington area directly supporting OCAR.

The OCAR staff includes both military and civilian personnel. Those in uniform are a mix of Regular Army soldiers and Reservists serving in the AGR program. OCAR is the second smallest of the 16 Army Staff elements.

Because issues affecting the Army Reserve are likely to crop up anywhere on the Army staff, OCAR is organized somewhat like a miniature version of the Army staff. The five divisions and seven offices of OCAR work closely with their counterparts elsewhere on the Army staff to make sure Army Reserve considerations are included in decision-making at all levels.

For example, OCAR Personnel Division staffers meet frequently with the staff of the Army's Deputy Chief of Staff for Personnel (DCSPER). The DCSPER sets personnel policy for the entire Army; OCAR ensures that these policies work in an USAR environment.

OCAR staff members participate frequently in policy-setting meetings, and often are asked to brief senior Army leaders on Army Reserve programs or the effects of a Total Army policy proposal on the USAR. It's not unusual for an OCAR staffer to deal with Regular Army officers who have little or no reserve exposure.

### The OCAR Organization

The best way to understand what OCAR does is to look at how it's organized, and how each of these elements relates to the rest of the Army Staff:

■ The OCAR **Command Sergeant Major**, Douglas E. Murray, is the senior CSM on active duty in the Army Reserve. "I represent more than 600,000 Ready Reserve soldiers at the highest levels in the Department of the Army. Acting as the senior enlisted advisor to the CAR and his staff, my responsibilities bridge all functional areas which impact on the enlisted force of the Army Reserve," he explained.

"Working with major command CSMs and through the Sergeant Major of the Army, I bring to the Army leadership USAR expertise and experience as they address the issues, policies and procedures affecting the Army Reserve," Murray said.

"As the senior enlisted soldier from my component, I sit on the DOD Reserve Forces Senior Enlisted Advisory Council, along with the senior enlisted advisors from the six other reserve components. The council advises the Assistant Secretary of Defense (Reserve Affairs) on all training, readiness and personnel matters which affect the reserve forces."

■ Given the CAR's important role as appropriations director for the Army Reserve personnel, operating and construction accounts, the function of the OCAR **Comptroller Division** is vital.

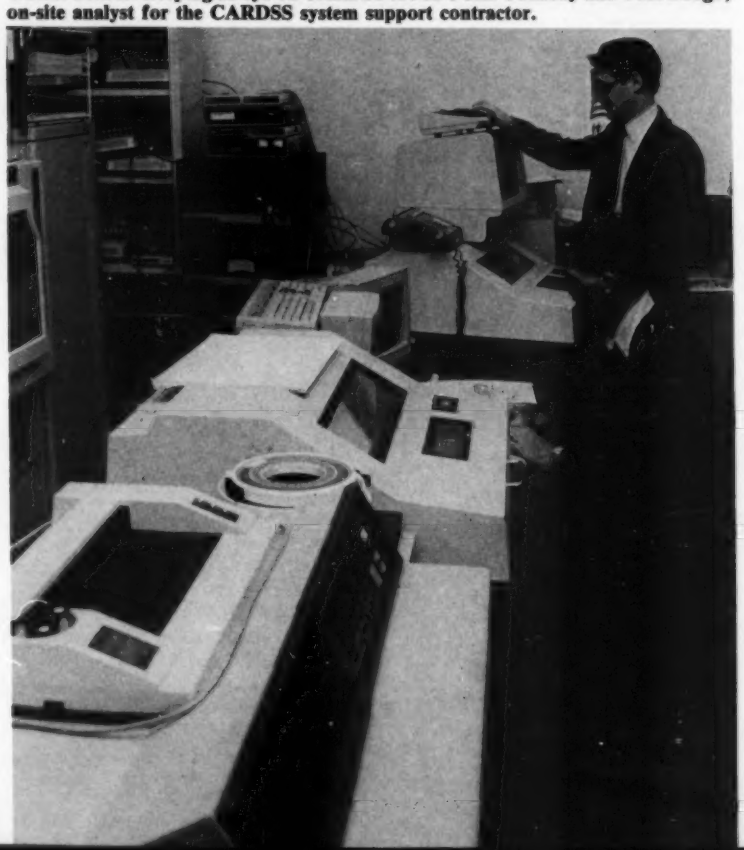
"Resourcing the USAR is a principal responsibility of the CAR," noted Col. Stephen A. Regester, the comptroller. "It is vitally important that the responsibility to the taxpayers is met. This is especially important in an environment of strong deficit reduction, which will significantly influence our resources in the years ahead."

Regester continued, "Unquestionably, training will be our number one priority. This, above all else, is the bread and butter of the Army Reserve and we must ensure the limited resources available to us are wisely invested to yield the maximum training benefit."

■ **Force Structure, Mobilization and Force Modernization (FMF) Division** is OCAR's focal point for plans and policies concerning the organization, modernization, mobilization and readiness of the Army Reserve troop program units.

"Our greatest challenge," according to Col. Al Whittle, FMF Division chief, "is the management of change required to modernize the USAR force during this period of declining resources and increasing mission. USAR units are on the

**Nerve center of OCAR is the Chief, Army Reserve Decision Support System (CARDSS), a network of three linked minicomputers with terminals throughout OCAR offices. Keeping an eye on CARDSS are SFC Jim Connelly and Tom Longo, on-site analyst for the CARDSS system support contractor.**



threshold of changes in equipment, doctrine and organization. This will result in full integration of our units in the Army of Excellence design and significantly increase USAR contributions to warfighting."

Whittle added that the FMF charter includes policy direction for management of these changes while maintaining readiness and a capability to mobilize.

■ **Logistics Division** provides direction, coordination and supervision of activities concerning supplies, equipment, materiel maintenance and related logistical issues as they pertain to the Army Reserve.

"The focus of the division's effort is to improve logistics readiness and deployability of USAR units," explained division chief Col. Harry S. Fleming. "Effective execution of the USAR Equipment Dedicated Procurement Program has the greatest impact on achieving readiness goals. A proactive interchange with the Army Staff has been the key to the division's success in obtaining Army support for USAR logistics programs."

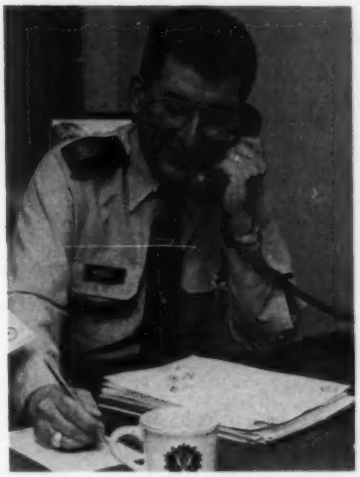
■ The 30 or so people in **Personnel Division** help the DCSPER's staff make Army personnel policy that is smart and proper for the Total Army. "We also program strengths and budgets for the AGR program, troop program units, the IMA program, Army Reserve technicians and the entire area of full-time support," said Col. E.M. Brisach, division chief.

"One of our major challenges is to help guide the Army through the coming period of budget difficulty to where it is confident about relying on a totally trained, manned, skilled and ready Army Reserve," Brisach continued.

"In this regard, a challenge the entire Army Reserve needs to undertake and meet is to teach the active component all it needs to know about the USAR. As understanding increases, so does confidence and self-reliance. On M-Day we all become equal. It'll help if we feel that way *before* M-Day," Brisach concluded.

(Col. Douglas Lamude recently became chief of Personnel Division, while Brisach assumed the duties of Assistant Deputy Chief, Army Reserve.)

■ OCAR's **Training Division** sets Army Reserve training policy, and works closely with FORSCOM and other commands to plan and budget for Army Reserve unit training. Another part of the division sets policy and programs funds for the training of individual Army Reservists, including those attending active Army schools. Chief of Training Division is Col. Robert Elmore.



**As the senior enlisted soldier in the U.S. Army Reserve, CSM Douglas Murray makes sure the USAR point of view is clearly understood by his counterparts throughout the Army's command structure, both inside and outside the Pentagon.**

■ The **Construction Management Office** plans and develops funding requirements for the construction and maintenance the more than 2,000 Army Reserve facilities from coast to coast.

Working closely with the Corps of Engineers, this office is involved in project planning from beginning to end, including real estate acquisition and the provision of new furniture and telecommunications. Chief of Construction Management is Col. George Lind.

■ The **Information Management Office** advises the CAR concerning the information management areas of data processing, printing and publishing, communications, visual information and records management. The office also supports ARPERCEN with funds, policy and oversight; serves as OCAR technical advisor for the Reserve Component Automation System (RCAS), and operates the Chief Army Reserve Decision Support System (CARDSS).

Through its daily efforts, the IMO provides funding, policy, design and architectural guidance to shape the future development of the information management technologies within the Army Reserve. Chief of Information Management is Roy Brandon, who is also a CW4 in the Army Reserve.

■ The OCAR **Medical Advisor**, Col. Walter Berry Jr., and his small staff keep the CAR in touch with the Army medical community. The medical advisor deals directly with such issues as readiness of medical units, recruiting of USAR medical personnel, and how health services policy issues relate to the Army Reserve.

■ The **Office of Programs and Liaison** ensures all OCAR actions, policies and initiatives are integrated and mutually supportive, and that they conform to the Army Reserve program guidance provided by the CAR.

The office performs special studies and projects that cut across the functional lines of other OCAR elements. It also handles all Congressional and White House activities for OCAR and is the liaison for contact with all agencies and organizations outside of DOD. Its chief is Lt. Col. Larry Hoffman.

■ The **Public Affairs Office** is more than the home of *Army Reserve Magazine* and its sister publication, *CARnotes* (which goes to USAR unit commanders and other key personnel). The Public Affairs Officer, Joseph G. Hanley, and his staff administer the USAR National Awareness Program, working closely with the Army's advertising and public relations agency.

The national news media come to OCAR Public Affairs when seeking information about the Army Reserve. The PAO also makes sure the Army Reserve point of view is presented to the Army's Chief of Public Affairs on issues relating to the USAR.

■ OCAR's **Senior Officer/Enlisted Management Office** (SOEMO) provides the CAR with effective management of the senior leadership of the Army Reserve, including all USAR general officers; AGR colonels, sergeants major and soldiers promotable to those ranks, and all AGR personnel assigned in the National Capital Region (primarily in DA and DOD staff positions). Chief of SOEMO is Lt. Col. Frank Edens.

OCAR wheels are kept turning smoothly by the staff of **Executive Officer** Col. Roger Bultman and by the OCAR and ARSC administrative staffs headed by CW4 David Welsh and CW3 Howard Lundin.

# Fuertes Caminos '88

By SSgt. Joyce Darwin

CAMP POWDER HORN, Honduras — Two years of enthusiasm, determination and sweat have gone into carving a road through the mountains of north central Honduras.

Working alongside Honduran forces, U.S. Army Reserve, National Guard and active duty soldiers completed in June Exercise *Fuertes Caminos* (Strong Roads) '88, the second phase of a road-building project to link the towns of Jocon and Yoro.

The project was designed to meet the commercial needs of an estimated 14,000 people who live in the area. The site for the road project was selected to specifically benefit Honduran farmers with smaller land holdings. Upgrading 2.5 kilometers of existing farm-to-market road and building 11.5 km. of new roadway under austere mountain conditions has proven that with cooperation one can literally move mountains.

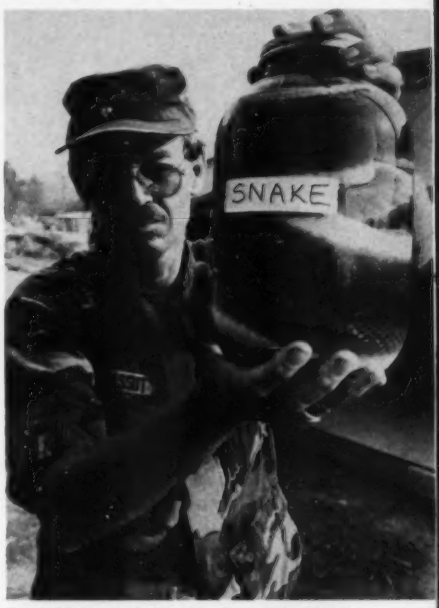
The exercise has provided hands-on training in road-building and construction skills for thousands of U.S. soldiers. Work on the project began in 1986 with the first surveys and planning. This year, the 111th Engineer Group, a USAR unit from Wheeling, W.Va., served as the control unit for the project.

Creation of a base camp for road crews and support personnel was one of the first priorities when Task Force 111 moved into the area in October 1987. The tent city, named Camp Powder Horn for the 111th's unit insignia, served as a temporary home for nearly 12,000 soldiers who deployed to the area between October and June.

Construction of the road involved soldiers in many specialties, from truck drivers to explosives experts. Most Reserve soldiers were at the site for their two-week annual training, although some served longer tours in Honduras.

Soldiers taking part in the exercise lived in tents, worked 14 and 15 hours a day in 100-plus temperatures, and showered off a pile of dirt each night.

**Continued on Page 16**




**Maj. Frederick Hassut, Jr., 437th Med. Det., Fort Lauderdale, Fla., displays a late resident of Camp Powder Horn.**

Photo by Joe Cordo

**Army earthmoving equipment packs the roadbed at an isolated construction site near Camp Powder Horn.**

Photo by SSgt. Joyce Darwin

(Above) Hondurans in the village of Tapiquil await the arrival of a helicopter bearing U.S. medical personnel and supplies.

Photo by SSgt. Joyce Darwin

Photo by Capt. Ann S. Freed

(Above) Honduran villagers line up outside the gate at Camp Powder Horn waiting to see a doctor, nurse, medic or dentist. A translator, SSgt. Tony Santiago, 623rd Transportation Co., Fort Totten, N.Y., takes information for the medical staff.
(Below) Patching a water pipe at Camp Powder Horn is today's mission of SP4 John Mulligan, left, and SP4 Larry Vanoy, 463rd Eng. Bn., Parkersburg, W. Va.

Photo by Joe Cordo

(Below) The sign on the guard shack at Camp Powder Horn gives good advice to departing drivers.

Photo by Sgt. Orville Abrams

SP4 Alice Saenz, 342nd Med. Bn., Fort Lauderdale, Fla., with two children in a village near Camp Powder Horn.

Photo by Joe Cordo

# Fuertes Caminos '88

## Big Project

The project was divided into seven site areas. Upon completion, the seven sections were joined to form a wide gravel-based mountain thoroughfare. The engineers operated scrapers, graders, compacters, 10-ton wreckers and front-end loaders on the project.

A lot of work had to be done before the gravel went down. Trees were knocked down with bulldozers and hauled away. Tons of dirt were moved and spread to make a path that was meticulously sculpted until engineers were satisfied.

The goal was to give the road base a high point in the center — called a crown — so that water would run off easily. Once the road had been "pitched and ditched," as the engineers say, it was time to lay rock.

The rock came from a nearby quarry where Army engineers blasted to produce the 20,000 cubic meters of rock and gravel needed on the project.

Once the road was completed, it was time to repair and clean the construction equipment that had been in use for nine months before returning it to the U.S.

### Not just Engineers

Alongside the engineers at Camp Powder Horn were a wide variety of

SSgt. Reginald Chichester, an animal care specia
Rockville, Md., gives parasite medication to Ho

troops.

lping the engineers were main-
crews, who kept the heavy
ent running, and aviators, who
rgo and work crews to job sites
he winding dirt road.

edical and dental teams not only
ed the road-builders but, along
terinarians, civil affairs soldiers
ers, worked hard to improve life
gers in the region near the road-
project. In many cases, the civil
rojects were in villages so remote
ns could only deploy by helicop-
ovided by air ambulance units.

list with the 422nd Med. Det.,
nduran cattle.

Photo by Sgt. Randy Piland

**Sgt. Robert Rodriguez, 618th QM Co., Fort Totten, N.Y., translates for an Army doctor and a Honduran girl. Rodriguez is a New Yorker who was born in Mexico City.**

Photo by SP4 Anthony Wunderlich

Other troops supported Camp Powder Horn itself, making life there easier. Entomology detachments controlled disease-bearing insects. Quartermaster troops ran laundry and bath points, and cooked and baked for the task force.

Military Police worked with their Honduran military counterparts to provide security. Engineer firefighters fought brush fires, while transportation, administrative and signal soldiers used their skills to help things go smoothly during the nine-month exercise.

Spanish-speaking soldiers of civil affairs units, along with those from many other specialties, eased relations between the Hondurans and the road-builders. Individual Ready Reservists added their skill and experience to man Camp Powder Horn and make the project work. Many IRR soldiers, and unit members as well, stayed on tour for several months, providing continuity to the operation.

*SSgt. Joyce Darwin is a member of the 343rd Public Affairs Det., North Little Rock, Ark.)*

# Travel Expenses and Taxes — A Reserve Soldier's Guide

**By Charles Enis**

"Join the Army, see the world!"

For years, this slogan has linked travel and military service like dogtags and chains. Although most Reserve soldiers do not travel as extensively as active duty personnel, travel is no stranger to many Reservists. This is especially true under the new policy which permits soldiers to compete for promotable slots anywhere in their ARCOM area.

If your travel costs are not reimbursed by the Army, you may be able to look to another pocket of Uncle Sam for some relief — the Internal Revenue Service (IRS). However, the generosity of this benefactor has recently been shrunk by the long arm of tax reform.

The purpose of this article is not to throw rocks at tax reform. Many other aspects of the Tax Reform Act of 1986 — such as lower tax rates and more generous dependency and standard deduction allowances — will save Reservists tax dollars.

This article will identify Reservists who still can get some tax relief from their unreimbursed travel expenses, and give some suggestions on how to go about it.

### Two Hurdles to Jump

You must leap two hurdles before tackling the tedious task of keeping track of travel expenditures in the hope of compiling tax deductions.

*1. The Two-Percent Hurdle*

First, Reserve-related travel expenses, when combined with other "miscellaneous expenses," must exceed 2 percent of your adjusted gross income (AGI). On 1987 tax forms, AGI is line 30 on Form 1040, line 12 on Form 1040a, and line 3 on Form 1040EZ.

These miscellaneous expenses include business travel and other employee expenses not reimbursed by your employer, deductible education expenses, tax return preparation costs, investing expenses, union dues, subscriptions to business publications, and professional membership dues, the cost of small tools and supplies necessary to perform your job duties, the cost of seeking employment in your occupational field, and the cost (including maintenance and cleaning) of civilian and military uniforms which you may not usually wear away from work.

The total of these expenses (before subtracting 2 percent of AGI) is reported on line 21 of Schedule A of the 1987 edition of Form 1040.

*2. The Requirement to Itemize*

To leap the second hurdle, you must to be able to itemize deductions. In order to itemize, the total of miscellaneous expenses (including USAR-related items) that exceeds 2 percent of AGI, when combined with other itemized deductions, must exceed the standard deduction.

For 1988, the standard deduction is $5,000 for married taxpayers filing jointly ($2,500 filing separately), $3,000 for single taxpayers, and $4,400 for heads of household.

Other itemized deductions (also reported on Schedule A) include unreimbursed medical expenses (in excess of 7 1/2 percent of AGI), mortgage interest on first and second homes (subject to certain limitations), 40 percent of 1988 consumer interest (credit cards, etc.), state and local income and property taxes, qualified moving expenses, unreimbursed casualty losses (subject to limitations), and contributions to qualified charitable organizations.

### Hang in There!

If you've passed these two hurdles and are still in the running for Reserve-related tax deductions, read on — we'll now focus on how to qualify for these tax breaks (all the Reservists in the following examples have passed muster on both hurdles).

Remember, in all cases deductions are only allowed for *unreimbursed expenses.*

*1. Commuting*

Reservists whose weekend drills are located in the same general geographic region as their "tax homes" cannot deduct commuting expenses to and from drills. In most cases, a tax home is a person's principal place of employment,

## Has Tax Reform Been Good To You?

Has the Tax Reform Act of 1986 increased or reduced your federal income tax payments relative to your income? To find out, compare your average tax rates (ATR) for 1986 and 1987. If your ATR has decreased, so has your tax burden.

Compute your ATR for 1986 as follows:

- If you filed the long Form 1040, divide line 55 by line 23.
- If you filed Form 1040a, divide line 23 by line 10.
- If you filed Form 1040EZ, divide line 9 by line 3.

Compute your ATR for 1987 as follows:

- For the long Form 1040, divide line 53 by line 22.
- For Form 1040a, divide line 20 by line 10.
- For Form 1040EZ, divide line 9 by line 3.

A word of caution is in order. The Tax Reform Act of 1986 was designed to be "revenue neutral." That means the IRS should collect the same total amount of taxes after tax reform as before. Many individuals have a reduced tax burden, while taxes were increased for corporations.

Corporations, however, may pass along their increased taxes indirectly to individuals through higher prices, lower dividends, lower wages, etc. ATR measures only the tax burden that falls directly on the individual taxpayer, not the indirect burden.

trade, business or profession — which, for most people, is also where they live.

Once present at drill, any subsequent travel in the performance of duty is deductible. For example, soldiers who drill in one location, then travel to headquarters for training, can deduct the cost of the one-way trip. The round trip is deductible only for those who return to the drill location during the same drill day for additional duty.

Additional transportation deductions are not allowed for those whose trip between duty places has significantly lengthened their return trip home.

For example, Sgt. Jones, a Reserve medic, travels 12 miles from his home in Landover, Md., to Walter Reed Army Medical Center (WRAMC) for duty, and then 8 miles to his unit's headquarters in Rockville, Md., for additional training, after which he travels 18 miles returning home. Sgt. Jones can deduct only the cost of the one-way 8-mile trip to Rockville.

*2. Special Commutes*

Reservists who drill the same day that they work at a civilian job can deduct the transportation cost of going between drills and their jobs. If they go home first, they cannot deduct more than it would cost to go directly from their jobs to their drills.

The only Reservists who can deduct the cost of commuting to and from drills are those whose tax homes are located in a general geographic region that differs from that of their duty station. For example, Sgt. Adams, on each day of her drill weekend, drives from her Richmond, Va., home to WRAMC and returns home the same day. She may deduct transportation expenses incurred in commuting to and from drills because her tax home and drills are in different geographical areas.

*3. Overnight Stays*

Some Reservists live so far from their duty station that they must stay overnight to attend drills. In addition to commuting expenses, they can deduct the unreimbursed cost of lodging and 80 percent of meals incurred overnight.

For example, SP4 Blain drives from Hampton, Va., to WRAMC on Friday evenings to perform her weekend duty in the physical therapy clinic, and returns home on Sunday evening. On her trips to and from D.C., Blain stops for dinner. She can deduct the unreimbursed cost of the following:

(1) Transportation to and from Hampton as well as any necessary transportation incurred while in the D.C. area.

(2) Eighty percent of her dinners en route to and from her drill weekend.

(3) Lodging and 80 percent of meals incurred while staying overnight in the D.C. area.

(4) Incidental items such as laundry, uniform maintenance and business-related telephone expenses.

*4. Traveling Companions*

If a Reservist is accompanied by a spouse, friend or relative on a tax-deductible trip, the additional cost incurred by the additional person on the trip is not deductible unless the presence of such person serves a bona fide business purpose. (For tax purposes, Reservists are considered as being "in the business" of being a Reservist.)

For example, SFC Clark is assigned to conduct a USAR class on physical training. He brings his wife to drill to demonstrate aerobic exercise because she possesses an expertise on the subject that he does not possess. In this case his wife serves a bona fide business purpose and the additional cost of her overnight trip could be deducted.

Incidental services such as distributing handouts do not qualify as a bona fide business purpose.

*5. Extended Trips*

Travel and transportation expenses must be ordinary, reasonable and necessary. For example, Capt. Davis, on her way home to Philadelphia, Pa., from her drill in Washington, D.C., stops by Ocean City, Md., to enjoy the beach. Only the cost that she would have incurred had she gone directly from Washington to Philadelphia would be deductible.

If Capt. Davis, while in Washington on her drill weekend, decided to stay extra days to sightsee, she would still be able to deduct her round-trip cost between Philadelphia and Washington. However, she would be denied deductions for meals and lodging expenses incurred on the extra days.

### A Final Comment

This article was intended to point out those situations when Reservists are able to gain some tax relief for unreimbursed travel expenses subject to the limitations imposed by tax reform. The details regarding the computations surrounding the dollar amounts of these deductions will be covered in the next issue.

*Charles R. Enis is an associate professor of accounting at Pennsylvania State University, and an Army Reserve staff sergeant and pharmacy technician in the 2290th U.S. Army Hospital, Rockville, Md.*

## Commissary Access Change Delayed to Jan. 1

There's good news for Army Reserve soldiers whose dependents do not yet have their Army Guard/Reserve Family Member ID Card. Implementation of the requirement that family members have the card (DA Form 5431) in order to enter a military commissary has been delayed from Oct. 1 to Jan. 1, 1989.

After that date, no other identification document will be acceptable for entry into commissaries.

Army Reserve units are responsible for issue of the ID cards to dependents of unit members, and many — but not all — unit family members already have their ID cards. Very few family members of IRR or IMA soldiers have the card, but arrangements have been completed for issuance of the card to IRR and IMA dependents at any active Army, Army Reserve or Army National Guard ID card issuing facility.

Army personnel officials emphasize that the paperwork requirements for the card are the same as that required for active duty dependent ID cards. Just showing up at the ID card office with your spouse won't work. Before attempting to get the cards, IRR and IMA soldiers should check with the issuing facility to confirm the cards are available there. As a last resort, contact your personnel management officer or career adviser at ARPERCEN.

# 205th's 'Light Fighters' Train at Ft. McCoy

By Reed Hildreth

Up to now, bring up the subject of elite infantry and thoughts turn to the big names on the parade ground — the paratroopers, the airborne Rangers, the Green Berets.

Now, a new elite fighting man is taking his place among the ranks of the infantry's finest. He's called the light infantryman, or Light Fighter, and his ranks include soldiers of the Army Reserve.

The 205th Infantry Bde., headquartered at Fort Snelling in St. Paul, Minn., has been handed a key light infantry mission. The 205th is the roundout brigade for the active Army's 6th Infantry Division, based at Fort Wainright near Fairbanks, Alaska. The 205th — made up of soldiers from Minnesota, Iowa and Wisconsin — is the first Army Reserve unit to be assigned the challenge of transitioning to Light Fighter.

The new skills to be learned and the demands to be placed on the soldiers of the 205th conjure images of famous names from the Army's past: Roger's Rangers and Francis Marion (The Swamp Fox) from the American Revolution; and Merrill's Marauders in Burma and Darby's Rangers in Italy during World War II.

**Sgt. Paul Heitritter and his crew prepare a 105mm howitzer for firing.**

Army photo by Mike Orrico

### Different Way to Go

Light infantry is definitely not soldiering as usual. The organization is different. The training is different. The fighting is different.

The 205th will be taking on a light infantry structure and adopting tactics designed to capitalize on the infantry soldier's strongest qualities. They include:

- Use of stealth.
- Hunter instinct.
- Ability to fight successfully at night.
- Outdoors skills required to navigate and survive in the wild.

The Light Fighter mission is oriented toward offense. It concentrates on the enemy, not on terrain retention. The 205th's infantryman will learn how to operate effectively in small units, how to stalk his enemy, how to seek targets of opportunity and how to attack them at a favorable time of his own choosing — night or day, good weather or bad.

Light infantry success depends on stealthy maneuver, firepower, concealment and protection of soldiers from enemy counterstrikes. This demands highly trained and disciplined leaders and troops who are resourceful and operate effectively as a team.

### Transition Training

The 205th was propelled into a physically and mentally demanding transition training program when the nucleus of 65 key unit officers and NCOs attended the 28-day Light Leader Course (LLC), taught at Ft. Benning, Ga., by active-duty Army Rangers. But that was only the beginning.

"Realizing that most brigade members couldn't attend the Ft. Benning course, we created our own course at Ft. McCoy, taught by our own Light Leader cadre," explains Brig. Gen. David M. Adamson, brigade commander. "The training areas and obstacles have been laid out and are being built consistent with the facilities and atmosphere that exists at Ft. Benning."

LLC training for the 205th began in October. The course is made up of a 24-day program divided into seven training periods, followed by an intensive 10-day annual training phase in 1988. A 21-man cadre of active duty and AGR soldiers, many of them graduates of the Ft. Benning course, conducts the 205th's LLC.

The Ft. McCoy facilities will look familiar to anyone who's been through Ft. Benning. They include:

- Rappel towers 34 and 55 feet in height.
- A water confidence course con-

sisting of a slide-for-life, log walk and rope drop.

- A hand-to-hand combat pit.
- A bayonet assault course.
- A tactical battle drill course.
- An airborne training facility.
- A conditioning obstacle course.
- A confidence obstacle course.

Earning the 205th certificate of training and unit coin for the LLC is no piece of cake. To do so, a soldier must pass the Army Physical Fitness Test, the day/night land navigation course and a student-led training exercise; present an effective block of instruction to other students; participate in at least 90 percent of the training, and complete the water confidence course.

### Three Phases of Training

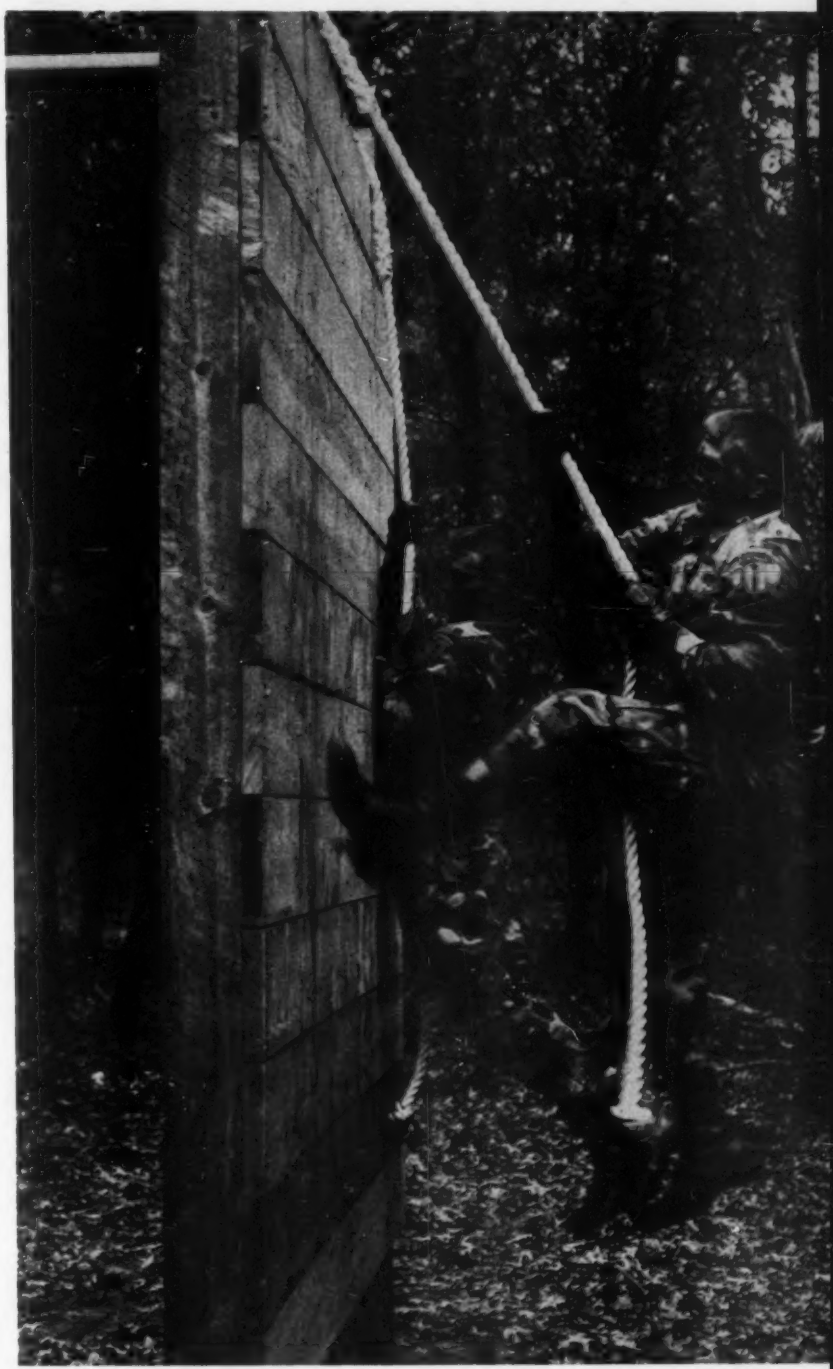
The Light Leader Course is just the first of three phases of the 205th's transition training. Phase II is a five-day sequence of confidence and survival training known as the Rites of Passage and geared to the 6th Infantry Division's Alaskan mission.

The third phase takes place at the unit level and includes small-unit operations and tactical battle drills. It culminates in platoon-level Army Readiness Training Evaluations (ARTEP's).

"With completion of the Light Infantry Transition Training Program, the 205th Infantry Brigade will stand ready as a rapidly deployable, globally oriented, strategically responsive fighting force," Adamson says.

"Our mission is too important for a business-as-usual approach. A sense of urgency and dedication is required. The 205th Infantry Brigade has the best mission in the Army Reserve. We must concentrate on training the finest light infantry force, worthy of being integrated in combat with the 6th Infantry Division."

*(Reed Hildreth is a former Reservist and a free-lance writer.)*



**SSgt. Patrick Colby, left, and SFC Michael La Rue struggle to climb a confidence course obstacle.**

# Fort McCoy is Home For USAR Light Fighter Training

By Diantha Matistic

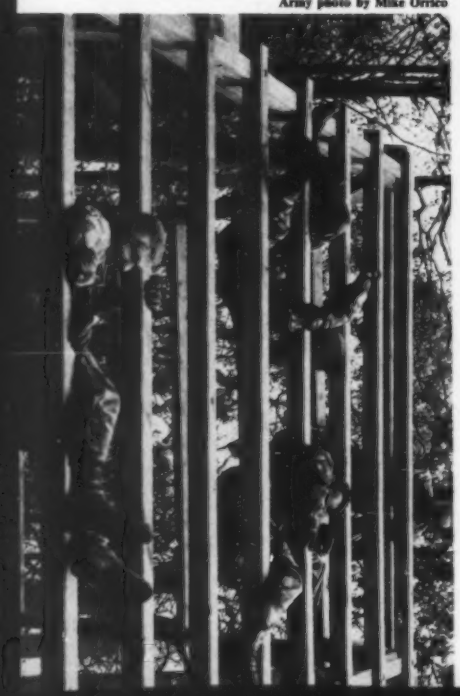
The opening of the 205th Infantry Bde.'s Light Fighter Academy (LFA) at Fort McCoy, Wis., added yet another dimension to the post's training capabilities.

The $102,138 facility includes confidence and conditioning courses, a bayonet training area, rappelling tower, hand-to-hand combat pit and a tactical battle drill lane.

"The Light Fighter Academy (LFA) is another fulltime program of instruction which helps the dramatic shift toward Fort McCoy becoming a major academic training facility," said the post's commander, Col. Bill Sorenson. "We have the Army Reserve Readiness Training Center and have seen the significant growth in the 4th Army Area Training Center; now we have the LFA with 21 permanently assigned staff and faculty and approximately 2,500 students annually."

**Light fighters negotiate the "weaver" obstacle, intended to build self-confidence and upper body strength.**

Army photo by Mike Orrico



### Self-Reliance Emphasized

"We will be the most rapidly deployable, strategically mobile and combat-ready group in the Army Reserve force," said Capt. Donald Osterberg, former academy commandant. (Capt. Jeffrey Smits is now LFA commandant.)

Training at the academy stresses small-unit actions requiring a minimum of outside support, according to Osterberg. Since the essence of the light infantryman is his ability to operate effectively without heavy equipment and vehicles, "We train them to fight with what is on their backs and to lighten their load to facilitate quick mobilization," he said.

Those soldiers already in a leadership position within the brigade will be the first trained, according to Osterberg. Training the soldiers to take a totally offensive posture, the courses will focus on training platoon-sized groups to work independently in time of crisis.

Fort McCoy was chosen as the home of the Light Fighter Academy for several reasons, according to Osterberg. Arctic training, an important part of the 205th's mission, is available here and the post is also located close to all of the brigade's component units.

It will take about two years to train the entire 205th Brigade. When that has been accomplished, the various training areas will be made available to other military groups, according to Sorenson. Plans also call for expanding the academy's support and classroom facilities, said Sorenson.

*(Diantha Matistic is a journalist on the staff of the Ft. McCoy Triad.)*

## The Need for Light Infantry

The emergence of the light infantryman on the world military scene is a recognition of current global strategy and its demands on conventional military power.

If necessary, the U.S. can call on such light infantry units as the 82nd Airborne Division and a Marine amphibious brigade. Now, however, it is believed that the size and nature of crises could exceed the capabilities of these forces, both in terms of their time to deploy and their combat power. There are limits even to U.S. military power.

It is estimated that 11 days, 1,273 sorties and four round-trips for every C-5 and C-141 transport aircraft in the U.S. Air Force inventory are needed to airlift the 18,000 troops of the standard infantry division and their equipment overseas. This becomes an argument for divisions that can move fast and fight light until reinforced.

The former Army Chief of Staff, Gen. John A. Wickham Jr., described the idea of "elite light infantry divisions" of about 10,000 men each. Such a division could deploy in four days if airlift were available.

With this rationale, the Army plans to create five 10,000-man light infantry divisions. The 7th and 25th divisions are being converted from existing divisions. The active component's 6th and 10th divisions and the Army National Guard's 29th Division are newly activated.

The light infantry organization carries with it other advantages. The new divisions may be needed where Army troops are already committed. In Europe, for example, the U.S. has promised its NATO allies that it could deploy 10 divisions and their support into the theater within 10 days.

Also, light infantry divisions are designed to seize and hold key terrain on NATO's flanks, or defend in urban areas where pure infantry would possess more leverage. Gen. Wickham pointed out that a light division's front-line infantry makes up 32 percent of the total division force. This compares with 16 percent in infantry in a standard division.

# Vietnam Revisited

# 'Tour of Duty'

**By Pam Briola**

*Sweat trickles from under his field cap. Insects drone and birds call in the distance as he conceals himself against a tree. The heat and humidity are as oppressive and omnipresent as it is in a Georgia swamp in August. But make no mistake — this place is nothing like "home."*

*His eyes are the only part of him that moves, and they sweep the vista from his hiding place, searching for the enemy.*

*Suddenly several figures clad in black pajamas dart from the foliage and slink into the village of thatched huts.*

*Immediately, soldiers dressed in jungle green, crouching low, weapons at the ready, move from their hiding place and advance upon the village.*

This is not a Vietnam vet's flashback, but a typical scene from the filming of the television series, "Tour of Duty." One of the reasons for the realism in the scene is the team of Army technical advisors for the series, headed by Lt. Col. James P. (Paul) Sinor.

Last fall, Sinor was an AGR public affairs officer on his twilight tour with the 124th ARCOM in Seattle, Wash., when he received a call to report to Washington, D.C., to interview for a special assignment.

"I wanted Vietnam and combat arms experience; I needed someone with his head screwed on right, who knew about soldiers," explained Brig. Gen. Louis A. Hennies, the Army's Deputy Chief of Public Affairs. "I was looking for someone who would work with the industry for the "Tour of Duty" TV series, but not become a part of it. After interviewing several applicants, I was impressed with Sinor as the right person to fit the bill." Hennies noted that the active Army relies heavily on Reserve personnel for public affairs expertise.

Two weeks later, Sinor had been put on active Army orders (in his previous status as an AGR officer, he could only perform duty directly in support of USAR programs) and found himself in Hawaii, where the series is filmed.

### Little of Everything

Assigned to U.S. Army Western Command in Honolulu, Sinor's official title is Department of Defense project officer and technical advisor for "Tour of Duty." Sinor, who recently published his first novel (set in Vietnam, titled *Operation Brighteyes*), enlisted in 1966 and attended officer candidate school in 1967.

**The "front gate" of Firebase Ladybird, home of B Co., 3/44th Infantry, and set for many "Tour of Duty" scenes. The firebase is on Schofield Barracks, Hawaii.**

An infantry officer, he spent 1970-71 in Vietnam as commander of Mobile Advisory Training Team 74. He speaks fluent Vietnamese. He left active duty in 1973 but remained in the Reserve.

Sinor works from 5:30 a.m. to as late as midnight on anything from showing an actor the proper wear of the uniform to coordinating a massive napalm strike. He also meets with production company personnel at the production meeting the week before shooting starts.

"We go through the script, line by line, and I bring to their attention anything inappropriate or unfeasible," Sinor said. "My job is to advise them if they plan to do something that might end up an embarrassment, like having an actor fight with a machine gun under each arm."

Sinor says the hardest part of his job is ensuring that the best interests of two sometimes conflicting bureaucracies are met — the TV industry and the Department of Defense. "To be associated with "Tour of Duty" is an honor and privilege that only comes once in a lifetime," he said. "I'm amazed that the choice to be the technical advisor was narrowed down

Continued on Next Page

**Lt. Col. Paul Sinor explains a fine point of soldiering to actors on the "Tour of Duty" set.**

# Tour of Duty

**Continued from Previous Page**

to me. It's like winning the New York lottery or something."

Sinor said he knew how the movie "Platoon" had affected him and other veterans. He wanted to see a realistic show about Vietnam, and said "Tour of Duty" was the first one he'd seen that looked like a real Vietnam story.

### Replica Firebase

The series is filmed at Schofield Barracks, Hawaii, where Army engineers have constructed a replica Vietnamese firebase for training purposes. The Army uses the firebase for training, and the production company finds it perfect for filming the series.

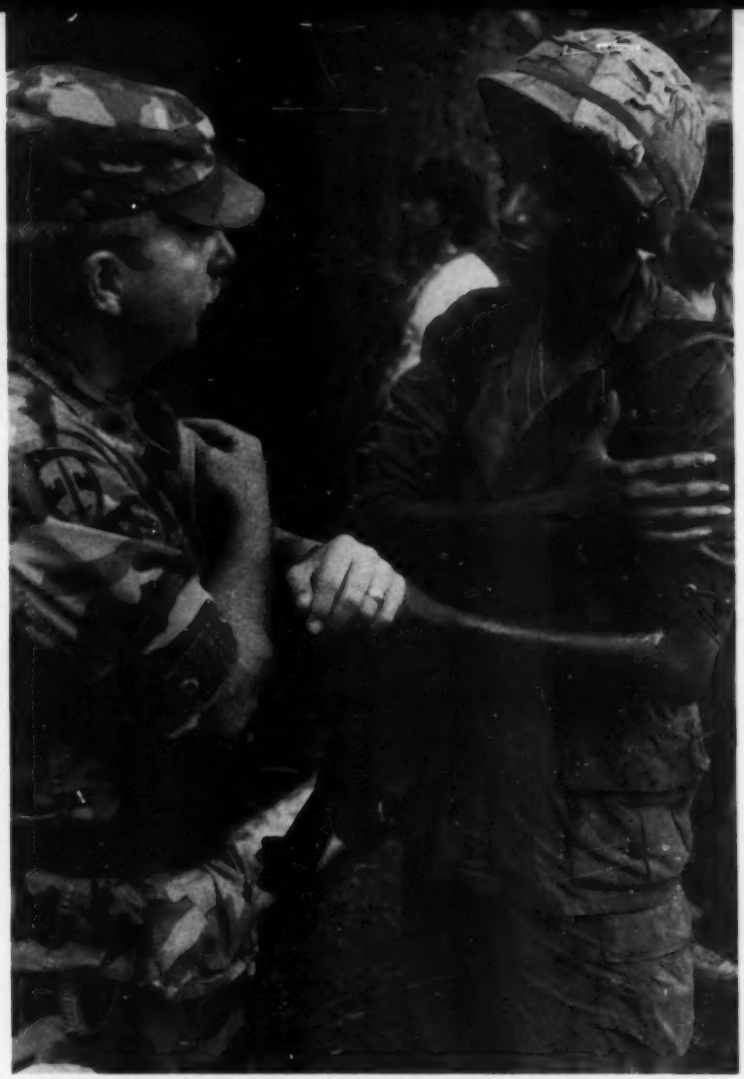
The series is about the men of B Co., 3/44th Infantry, in the Vietnamese highlands in 1967. It began with 10 principal characters, each with a distinguishable personality. As the season progressed, several were "killed," in an effort to maintain the series' realism.

None of the principal actors has a military background, though some of the "regular extras" — there are about 25 in each episode — are active duty soldiers from Schofield and one is an Army Reservist. However, the actors are eager to learn, according to Sinor. "We have an excellent working relationship. They come to us (there are three advisors altogether) and ask how to walk, how to patrol, how to look, because they feel they have an obligation to the veterans watching to be as realistic as possible."

"The actors want to be the best 'soldiers' they can be. They often come to me with a scene and say, 'This just doesn't feel right. You were a platoon leader in Vietnam, how would you act in this situation?' "

Tony Becker, who plays Pfc. Purcell, said, "There's a tremendous respect for the advisors who work with us. Without their help the show wouldn't be the same. When the show started we were afraid they would limit what we could do, but they haven't. And when I mess up, they slap the back of my head."

Sometimes Sinor will make suggestions that add to the realism, such as the glimpse of a disposition form attached to the lieutenant's clipboard in one episode. Anybody closely associated with the Army knows you can't make a move without a good old DF.



**Lt. Col. Paul Sinor works with actor Miguel Nunez, who plays Pvt. Marcus Taylor, in a scene where Taylor has been injured in the shoulder.**

### Major Logistics Project

All the equipment the actors use — uniforms, weapons, field gear — belongs to the production company, New World Pictures, based in Los Angeles.

For large items, such as the F-4 napalm strike, Department of Defense support starts as a request through the Western Command headquarters, then is forwarded to the unit which will provide support in one of three ways.

They may handle it as a training mission; an issue and return — such as the use of a mortar or howitzer for a backdrop; or on a reimbursable basis, for using jeeps, trucks or helicopters. One of the "Huey" helicopters is a commercial version owned by New World Pictures and used for stunt work.

But for a project as large and complicated as the simulated napalm strike, Sinor said, the logistics are "unbelievable."

Sinor worked with the Kaneohe Marine Corps Air Station for the F-4s and with the Army engineers for the strike. The concept was approved by 25th Division engineers and 45th Support Group, who tasked their engineers to rig explosives.

It took a platoon of men three hours to do it. It was the largest explosion they had ever rigged. They used fougasse, contaminated fuel with thickener and an explosive device.

Then they prepositioned the vehicles that were to appear to be attacked, which took a couple of days' worth of work — one day to get the vehicles towed to the site, and an extra day for the production company art division to camouflage them and dress them up to make them appear to be Chinese and Russian supplies and vehicles, according to Sinor.

"I coordinated through the Kaneohe Public Affairs Office to get the aircraft to fly over the site. That required a Marine Corps forward air control (FAC) team, and an F-4 pilot on the ground to provide technical expertise. Then the planes flew over, made several low passes, and from the camera angle in the final product, it appears they dropped napalm," Sinor said.

After that filming had been done, the explosives were blown — but not until three fire trucks, range control personnel and everyone from the crew had been positioned back about 500 meters. There was a camera in the production company helicopter, a camera on the ground and a camera in the back of Sinor's vehicle.

"Safety is the most important factor," Sinor emphasized. I was the point of contact for the explosion, to cut down on confusion. I passed the information on to everyone involved, so there was no possibility of misunderstanding, no possibility of a premature explosion or endangerment of life."

Using a high-speed camera, the producers slowed the footage down, which made the napalm strike seem all the more realistic. The entire scene took 30 seconds of time on the screen, but more than four days to arrange, according to Sinor.

"Tour of Duty" producer Ron Schwary said, "Department of Defense support is fabulous. I don't think the show could have been done the way it has been without DoD support. Paul Sinor's Vietnam experience, protocol and genuine personality has been over 100 percent effective in support of the show."

Whatever the formula, it seems to be working — the show's ratings have continued to climb and it has been renewed for a second season. According to the fan mail, the show has been doing a good job, says Sinor, who gets all the mail from the vets and their wives. "Many of them say that it's about time the story was told in a television series."

### Realism is Key

There's a realism to the episodes that almost defies description. The grass rustles, dust flies, and the cans hung on the concertina wire to alert those inside the compound of intruders really rattle.

To make it as realistic as possible, the film crew leaves in as much natural background noise as possible. The story lines do not shrink from the many controversial aspects of the Vietnam war, and include plots dealing with racism, drugs and alcohol, inability to determine who was friend or foe, the bonding of soldiers together as a unit and as friends, and the humorous moments they shared.

"Those were real people over there with real lives," Sinor said. "They were dedicated and committed to a lot of things besides Vietnam. They had homes, families back in the States — that's what we're trying to show."

*(Pam Briola is public affairs technician, 124th ARCOM, Seattle Wash.)*

**Actor Terrence Knox, who plays SSgt. Zeke Anderson, poses for a snapshot with a visitor to the "Tour of Duty" set.**

## Army Support Makes Hollywood Action Look Real

How does a Hollywood production like "Tour of Duty" get production assistance from the U.S. Army?

The accurate portrayal of American soldiers is the key criteria, according to Patricia Grossman, who reviews film scripts for the Army's Chief of Public Affairs in Washington.

The Army receives roughly 40 to 50 scripts a year requesting Army support. The decision to support a script is based on accuracy, history and balance, explains Grossman.

"We turn down the scripts that show soldiers and their units doing things that soldiers and units in the U.S. Army do not do. We turn down the 'Rambo,' the 'Predator,' the 'Commando,' " Grossman said.

"First of all, they often show Army units doing something against the laws of the United States. This is not true and we don't support that sort of film," she said.

Once support is approved for a production, the Army provides anything from helicopters and sandbags to allowing off-duty employment for soldiers as extras. Costs to the Army are reimbursed by the production company. The reimbursement has been as much as $140,000.

What does the Army gain from supporting television and film productions? "Telling the American public in a fictional, but honest form, what the Army is and has been," Grossman explained. "Soldiers aren't 'baby killers' or rough, miserable, dangerous people, but individuals who have the same needs and desires as those sitting in the theater. We want films to show the Army as it really is, not as some scriptwriter wants it to be."

(ARNEWS)

Army Reserve fledgling aviators continue to earn top honors in flight training at Fort Rucker, Ala. WO1 **Michael E. Nelson** was the distinguished graduate of the warrant officer class graduating May 27. He is a member of the 991st Medical Det. (Air Evac), Pell City, Ala.

WO1 **Patrick E. Walsh** was distinguished graduate of the class graduating July 13. He is a member of Co. B, 1/214th Avn. (Assault), Los Alamitos, Calif.

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A commissioning ceremony aboard a nuclear submarine would be unusual even if the ceremony involved a Navy officer. But an Army Reserve officer? That's where CWO **Edward C. Moore** took his oath of commissioning this spring, after commissions were authorized for USAR chief warrants. The ceremony was aboard the *USS Francis Scott Key* and was performed by Capt. **Albert H. Konetzni Jr.**, commander of Submarine Squadron Sixteen (A Navy captain is the equivalent of an Army colonel). As a civilian, Moore is a field engineer for a communications contractor supporting the squadron, based at Kings Bay, Ga. He's been a USAR electronic warfare/intercept repair technician since 1981.

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New York City's 77th ARCOM has a new recruit — **Dondre T. Whitfield**, who plays the continuing role of Robert on television's top-rated "Cosby Show." Whitfield's character has an on-again off-again relationship with Bill Cosby's TV daughter Vanessa. After basic training, the 18-year-old Brooklyn native will become a personnel administration specialist with the 408th Personnel Service Co., Fort Totten.

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When five members of the 478th Engineer Bn., Fort Thomas, Ky., laid the groundwork for a new all-weather track at the Hamilton, Ohio, high school, they also built a lot of goodwill for the USAR. The two-week community action project constituted AT for SSgt. **Robert Craddock**, Sgt. **Gilbert Lovins**, SP4 **Ken Piper**, SP4 **Andy Wright** and Pvt. 2 **Michael Deaton**.

The engineers, billeted in the high school fieldhouse, earned the gratitude of school officials and students and the whole community. "If the rest of the U.S. Army works as hard as these young men have, the United States is in excellent shape," said Hamilton High principal Louis Florio.

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A new book by and about the members of a cavalry squadron in Vietnam contains a chapter by USAR SFC **David Blouin**. A 94th ARCOM platoon sergeant, the Portland, Me., resident wrote about his experience as an artillery recon sergeant in 1967 with the 1st Sqdrn., 9th Cavalry. He and the other authors of **Headhunters** (1987, Presidio Press) are donating their proceeds to a scholarship fund for the family of members of that unit who were killed or missing in action in Vietnam or who are disabled.

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# Raul Casas Named USAR Drill Sergeant of the Year

SFC Raul Casas Jr. has received the Ralph E. Haines Award as the Army Reserve Drill Sergeant of the Year, as the result of competition held by the U.S. Army Training and Doctrine Command (TRADOC).

Casas is assigned to the 2nd Bn., 89th Regiment, 402nd Brigade, 95th Division (Training), Fort Sill, Okla. Both Casas and his active-duty counterpart, SSgt. Samuel T. Watkins from Fort Benning, Ga., also received the Meritorious Service Medal and other special honors.

The selections were made at the end of a week-long competition at TRADOC headquarters at Fort Monroe, Va. All participants at Fort Monroe had been selected earlier in local competitions.

Runner-up in the USAR competition was SFC Jay F. Finn of the Leadership Academy, 84th Division (Training), Milwaukee, Wis.

Casas lives in Dimmitt, Texas, where he grew up and where he now operates a welding shop with his father and brother. He joined the Army following high school graduation in 1982, and served three years on active duty, including 18 months in Germany. When he returned home in 1985, he joined his present unit and attended drill sergeant school.

Other Army Reserve competitors in the national competition were SFC Roger A. Beckley, 5th Bde., Nebraska; SFC Timothy C. Durham, 78th Div., New Jersey; SFC Robert W. Flatt, 100th Div., Kentucky; SFC Kevin J. Greene, 85th Div., Illinois; SFC John P. Halstead, 104th Div., Washington; SSgt. Patrick W. Maloney, 98th Div., New York; SFC Bradley A. Mater, 70th Div., Michigan; SSgt. Eric V. Nodine, 91st Div., California; and SFC Roger K. Wright, 108th Div., North Carolina.

**SFC Raul Casas Jr., the Army's Reserve's Drill Sergeant of the Year, checks out troops during drill at his unit, the 2nd Bn., 89th Regt., 402nd Bde., 95th Div. (Tng.), Fort Sill, Okla.**

Photo by SFC Laura Snyder

# Army Reservists First to Receive MacArthur Leadership Award

Four Army Reserve captains are among the first 23 company-grade officers from throughout the Army to receive the newly established General of the Army Douglas A. MacArthur Leadership Award.

The awards were presented by Mrs. Douglas A. MacArthur and Gen. Carl E. Vuono, Army Chief of Staff, at a ceremony in May at the Pentagon. The awards will be presented annually to one company-grade officer (lieutenant or captain) in each of the 15 major army commands and four officers each from the Army Reserve and National Guard.

The award, established by the General Douglas MacArthur Foundation, in coordination with the Army, recognizes outstanding junior officers and provides them with an incentive to emulate the traits of the great captains of history.

The recipients best exemplify the ideals of duty, honor and country for which MacArthur stood. They were nominated by their commanders and selected by the FORSCOM commander.

The Army Reserve recipients of the 1988 MacArthur Awards are:

**Capt. Chirley F. McLaurin, 418th Civil Affairs Co., 90th ARCOM, Richards-Gebaur Air Force Base, Mo.**

As commander of the CIMIC detachment supporting the 1st Infantry Div. (Mechanized), McLaurin works closely with the active component division to plan and execute field training exercises. At the time of the award presentation, he was preparing his detachment for deployment to West Germany to support the division during REFORGER '88.

McLaurin attended McNeese State University on a basketball scholarship, and was named an honorable mention All-American. He graduated with a B.A. in sociology and a commission from ROTC, where he was cadet corps commander and distinguished military graduate.

In civilian life, McLaurin is a personnel manager for Hallmark Cards, Inc. A native of Picayune, Miss., he lives in Kansas City, Mo., with his wife Daisey and daughter Kathryn.

**Capt. Gaynell L. O'Neil, 420th Transportation Movement Control Center, 311th COSCOM, Los Angeles, Calif.**

As the only full-time unit support soldier for the 420th, O'Neil does more than serve as movement control officer. Her leadership and dedication helped motivate the 420th's 33 enlisted soldiers to excel in seven exercises in 1987.

During exercise Yama Sakura XI in Sendai, Japan, O'Neil served as commander of a movement control team providing transportation management to 18 separate units.

Next, she prepared the 420th to deploy to Korea for Team Spirit '87. Then, she assumed duty as transportation coordinator for the 311th COSCOM, deploying 1,800 personnel and 500 vehicles from units in 18 states to Korea.

Born in McMinnville, Ore., O'Neil enlisted in the Army after high school. Returning to civilian life, she enrolled at Western Oregon State College, where she became the first officer commissioned through the school's new ROTC program. After another tour of active duty, she served as a Reservist with the 104th Div. (Tng.) before taking her current AGR assignment in 1986.

**Capt. Michael J. Silva, Co. C, 391st Engineer Bn, 120th ARCOM, Spartanburg, S.C.**

When the 391st Engineer Bn. was tasked to select a company to provide engineering support as part of the opposing force (OPFOR) at the National Training Center (NTC), Fort Irwin, Calif., it chose Co. C, based primarily on the strength of leadership provided by Silva.

The corps combat engineer company's overall performance at the NTC was so outstanding that the officers and soldiers of the 32d Guard Motorized Rifle Regiment (OPFOR) recommended the unit for their highest award for tactical excellence, "The Order of Hamby First Class." This coveted award had never before been awarded to an engineer unit.

Silva, a 1978 graduate of West Point, served on active duty until 1985. He then earned an M.B.A. from Clemson University at Furman. He is an engineer for Michelin Tire Corp., Spartanburg, S.C. Born in Manhattan, Kan., Capt. Silva resides in Greer, S.C.

**Capt. Gregory J. Stanosz, B Co., 961st Engineer Bn., 416th Engineer Command, Racine, Wis.**

Participation in Overseas Deployment Training (ODT) exercises has been a major part of this officer's life as well. After leading his unit to Blazing Trails '87 in Honduras — the first ODT for his combat heavy engineer company — he was selected to run his battalion's forward support base for exercise Display Determination '87 in Turkey. He and his 23 enlisted engineers were charged with accomplishing 65 different engineer missions and tasks during the exercise.

A veteran of enlisted active duty with the Navy as a submariner, Stanosz joined the 961st after he was commissioned from ROTC when he graduated from the Univ. of Wisconsin, Platteville, in 1982. In civilian life, he is manager of engineering for Stainless Foundry and Engineering in Milwaukee. He and his wife Sandy live in Milwaukee, Wis.

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Five Reserve soldiers have been cited for heroism after they endangered themselves to provide aid to two injured workmen.

Members of the 425th MI Det., Liverpool, N.Y., on AT at the Army Foreign Science and Technology Center, Charlottesville, Va., were returning to their quarters when they witnessed two painters fall 50 feet to the ground after their scaffold contacted a 2,400-volt power line.

Maj. **Barry Pierce** and SSgt. **Chauncey Cochran** administered first aid directly below the dangling scaffold and the fallen power line, while Lt. Col. **Robert Frey**, SFC **Paul Bryk** and SFC **William Kimball** controlled the accident scene until police arrived, and prevented the downtown crowd from contacting the power line. Pierce and Cochran received Army Commendation Medals; Frey, Bryk and Kimball Army Achievement Medals.

# Selection Rates Decline For IRR NCO Corps

Promotion board rates in 1987 for selecting IRR soldiers for promotion to staff sergeant and sergeant first class were the lowest in three years, say ARPERCEN officials.

Overall, the promotion selection rates were 66 percent to staff sergeant and 71 percent to sergeant first class. Rates for 1986 were 85 percent and 82 percent, respectively.

The board's emphasis on the value of a complete "promotion consideration file" was cited as having a significant impact on promotion rates. Fewer than 30 percent of the soldiers in the zone of consideration had a complete file, and practically all of those soldiers were promoted.

Soldiers whose files were missing photographs, personnel qualification records or evaluation reports had a greatly reduced promotion rate.

Maj. R. A. Domaskin, who monitors operation of DA selection boards for Reserve selection, noted that because the quality of records maintenance has improved over the past two years, those soldiers not ensuring their file is complete can anticipate promotion problems in the future.

"Many Reserve soldiers are making an effort to get their records up-to-date. Those who are making that effort will continue to fare well before the boards. But, as the selection rate tends to match the 'complete file rate,' there will be fewer and fewer promotions for those whose files are not up-to-date," Domaskin said.

A complete file will become even more necessary for future promotion boards. Soldiers eligible for promotion in 1988 and later must have completed the appropriate course for the specific grade under the NCO Education System in order to be considered. The lack of documentation to verify course completion will cause removal from the zone of consideration, Domaskin said.

Before each selection board, soldiers to be considered will be sent a copy of their Official Military Personnel File or notified of documents missing from their records. Required documents missing from the file may be provided to the USAR Office of Promotions to update their records.

The next IRR Enlisted Selection Board is scheduled to convene on Nov 1.

# IRR Screening Expands to Germany

Mandatory screening of the Individual Ready Reserve (IRR) is expanding to West Germany in September. About 1,700 members of the Army's IRR live in Germany and are being ordered to active duty for one day, as their stateside counterparts have been for the last two years.

IRR soldiers are receiving orders to make a September appointment at a retention office, located at most major U.S. Army installations. Participants will receive a day's pay and reimbursement for travel.

Most IRR soldiers are former members of the Active Army or Selected Reserve components such as Army Reserve troop program units or the National Guard. Many IRR members still have time remaining on their military service obligation, but do not normally have an annual training requirement.

The IRR is the nation's largest pool of individuals with recent prior military experience who are readily available for mobilization.

The main purpose of the screening, now in its second year in the United States, is to evaluate and improve the readiness of the Army Reserve. At the screening, IRR soldiers update their personnel and medical records, discuss military obligations and mobilization responsibilities, and learn about military benefits and training opportunities.

IRR personnel living in West Germany who have not received correspondence about the screening or who have questions should call the Army Reserve Personnel Center's liaison office in Schwetzingen. The commercial number is 06 202-80-7578, 7594, 7574 or 7580. The military number is 379-7578, 7594, 7574 or 7580.

## What is ARPERCEN?

The U.S. Army Reserve Personnel Center (ARPERCEN) is a field operating agency of the Office of the Chief, Army Reserve. It performs a wide variety of missions on behalf of Army Reservists, particularly Individual Ready Reservists (IRR), Individual Mobilization Augmentees (IMA) and Active Guard/Reserve (AGR) soldiers.

Correspondence to ARPERCEN should be addressed to:

Commander, ARPERCEN
Attn.: DARP-_____ *
9700 Page Blvd.
St. Louis, MO 63132-5200

* If you do not know the correct "Attention" symbol, omit the attention line.

When requesting assistance from ARPERCEN, be sure to sign your letter and include your social security number.

# IMA Procurement Officers Needed

The Army Reserve is experiencing a shortage of qualified personnel to fill IMA positions in the procurement career field.

The procurement specialty, 97, includes such areas as production management, purchasing agents, business law, contract administration, quality assurance and procurement management.

If you have the basic civilian job-related experience to qualify as a procurement officer, or have previously served in the military in this capacity, and are interested in an IMA assignment as a procurement officer, call Lt. Col. Ramon C. Jones at ARPERCEN between 8 a.m. and 3 p.m. Central Time at one of the following numbers: From outside Missouri, call toll free (800) 325-4958. From Missouri, call collect (314) 263-7893.

**For explanation of acronyms, see the Army Reserve Glossary on page 5.**

# Everything You Need To Know About

# Awards

ARPERCEN and the Total Army Personnel Agency (TAPA) receive hundreds of inquiries each year regarding various facets of the Army's military awards system. Here are some of the most frequently asked questions — and their answers.

**Does the Army have time limits for submission of recommendations for award of a decoration?**

Yes, there are time limits. These require that a formal recommendation for award of a decoration be submitted within two years of the date of the act, achievement or period of service. The decoration must be presented within three years of the same date. These time limits do not apply to the Purple Heart, service medals, badges and lapel buttons.

**If a soldier departs his unit and a supervisor or commander fails to initiate a recommendation for reward of a decoration, can it be initiated later?**

Yes, but the recommendation must be formally submitted within two years of the closing date which would normally coincide with the soldier's departure date from the unit. If two years have elapsed, it is too late and a recommendation may not be submitted, processed or acted upon by any commander.

**Are there circumstances in which the time limits for submission of a recommendation may be waived?**

Yes, the time limits may be waived when a person is physically prevented from submitting a recommendation. Examples would be when a soldier is a prisoner of war or hostage for an extended period and obviously could not submit a recommendation. A supervisor or commander who simply forgets to submit one of his soldiers for decoration, but is reminded more than two years later, is too late.

**Does a commander without final approval or disapproval authority have the authority to destroy or otherwise dispose of a properly prepared and submitted recommendation for award of a decoration?**

No, it must be forwarded to the commander in the chain-of-command who has the legal authority to take final action. This does not prevent an interim commander from making a written recommendation. It also doesn't prevent an interim commander from suggesting reconsideration to the person initiating a recommendation. The suggested reconsideration may result in the voluntary withdrawal of the recommendation by the person who initiates it and a possible resubmission of a recommendation for a lower level of decoration, or the recommending person may decide that no award is appropriate.

**Can soldiers recommend themselves for award of a decoration?**

No, the Army does not condone soldiers seeking self-recognition.

**What is the Army's view of supervisors or commanders who tell soldiers to write up a recommendation on themselves and the supervisor or commander will sign it?**

The Army does not condone this practice. It says, in effect, that supervisors or commanders are too busy or incapable of fulfilling their responsibility to seek proper recognition for subordinates. It also suggests that they may not know their subordinates' performance well enough to write a recommendation.

## ARPERCEN Seeks Suggestions For Name of New Building

All Army Reserve soldiers, their families members, and civilian employees of the Army Reserve are invited to enter a contest to recommend a name for the new building being constructed to house ARPERCEN in St. Louis.

ARPERCEN currently occupies several floors of the Federal Records Center building at 9700 Page Blvd. in suburban St. Louis, and leases space in a number of St. Louis-area office buildings. A new building — technically an extension of the existing structure — is under construction, and ARPERCEN is due to move most of its staff into the new facility beginning in late 1989.

The new building has not yet been named, and a joint team from ARPERCEN and OCAR has been formed to recommend a name to the General Services Administration (GSA), the government agency that will own and manage the structure.

GSA rules state the structure's name will conclude with the title "Federal Building."

Contest rules are simple: Suggest a name that honors the institution of the Army Reserve, or that honors its members or heritage. Suggestions should contain a short justification for the name, and must include the name, address and daytime phone number of the person submitting the recommendation.

Mail entries to: Cdr., ARPERCEN, ATTN: DARP-ZPA (Building Contest), 9700 Page Blvd., St. Louis, MO 63132-5200.

Entries should be received at ARPERCEN not later than Dec. 15, 1988. The OCAR/ARPERCEN team will select a winning entry and recommend the name for formal consideration by GSA. The person or persons who recommend the winning name will be presented with a certificate of achievement from the Chief, Army Reserve, and will be the subject of a story in Army Reserve Magazine.

# ARPERCEN Telephone Numbers

All Army Reserve officers, and enlisted soldiers in the IMA or IRR, need to keep in touch with their personnel managers at ARPERCEN. Each personnel management officer (PMO) or career adviser has a toll-free "800" telephone number you may call without charge from any state except Alaska or Missouri. From those states, call the commercial number listed, collect.

If you have access to Autovon, you can reach ARPERCEN with prefix 693 plus the same last four digits as the commercial number. FTS users can reach ARPERCEN numbers by using the prefix 273.

## OFFICERS

| Branch | Toll-Free | Commercial |
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| Adjutant General | (800) 325-4981 | (314) 263-7895 |
| Air Defense | (800) 325-4895 | (314) 263-7872 |
| AMEDD Postgraduate | (800) 325-1879 | (314) 263-7386 |
| Armor | (800) 325-4953 | (314) 263-7883 |
| Army Nurse | (800) 325-4912 | (314) 263-7870 |
| Aviation: Commissioned | (800) 325-4385 | (314) 263-7564 |
| Aviation: Warrant | (800) 325-4382 | (314) 263-7564 |
| Aviation Tech Support | (800) 338-7756 | (314) 263-7091 |
| Chaplain | (800) 325-4914 | (314) 263-7400 |
| Chemical | (800) 325-4987 | (314) 263-7710 |
| Civil Affairs | (800) 325-4988 | (314) 263-7824 |
| Colonels (all) | (800) 325-4387 | (314) 263-7431 |
| Dental | (800) 325-4919 | (314) 263-7752 |
| Engineer | (800) 325-4987 | (314) 263-7710 |
| Field Artillery | (800) 325-4950 | (314) 263-7871 |
| Finance | (800) 325-4981 | (314) 263-7895 |
| Infantry | (800) 325-4891 | (314) 263-7885 |
| Judge Advocate General | (800) 325-4916 | (314) 263-7698 |
| Medical | (800) 325-4919 | (314) 263-7752 |
| Medical Service/Specialist | (800) 325-4972 | (314) 263-7860 |
| Military Intelligence | (800) 325-4988 | (314) 263-7824 |
| Military Police | (800) 325-4986 | (314) 263-7826 |
| Ordnance | (800) 325-4958 | (314) 263-7893 |
| Quartermaster | (800) 325-4957 | (314) 263-7844 |
| Signal | (800) 325-4985 | (314) 263-7547 |
| Special Forces | (800) 325-4893 | (314) 263-7885 |
| Transportation | (800) 325-4980 | (314) 263-7846 |
| Veterinary | (800) 325-4919 | (314) 263-7752 |
| Warrant Officers* | (800) 325-4361 | (314) 263-7763 |

* Less Aviation and Medical warrants.

## ENLISTED

| Branch | Toll-Free | Commercial |
|---|---|---|
| Administrative/Personnel | (800) 325-4752 | (314) 263-7685 |
| Air Defense | (800) 325-4730 | (314) 263-7614 |
| Armor | (800) 325-4731 | (314) 263-7627 |
| Aviation | (800) 325-4759 | (314) 263-7469 |
| Communications/Electronics | (800) 325-4755 | (314) 263-7959 |
| Engineer | (800) 325-4757 | (314) 263-7436 |
| Field Artillery | (800) 325-4730 | (314) 263-7614 |
| Health Services | (800) 325-4710 | (314) 263-7976 |
| Infantry | (800) 325-1878 | (314) 263-7585 |
| Logistics | (800) 325-4756 | (314) 263-7699 |
| Military Intelligence | (800) 325-4715 | (314) 263-7691 |
| Military Police | (800) 325-4715 | (314) 263-7691 |
| Ordnance | (800) 325-4753 | (314) 263-7958 |
| Retention | (800) 325-1869 | (314) 263-7402 |
| Sergeants Major/CSM (all) | (800) 325-4754 | (314) 263-6905 |
| Special Forces | (800) 325-4750 | (314) 263-7591 |
| Transportation | (800) 325-4759 | (314) 263-7469 |
| Training Coordination | (800) 325-1876 | (314) 263-7838 |
| Warrant Officer Entry Branch | (800) 233-5242 | (314) 263-7542 |

# What is Leadership?

By Maj. David Hoopengardner

Leadership has been described as the most studied and least understood phenomena of human behavior, not only in the military but in the civilian community as well. We hear that this unit has "poor leadership," or that unit's leadership is "outstanding." Leadership is often blamed or praised, but yet it's hard to measure.

What's the true measure of unit leadership? In the next few issues of *Army Reserve Magazine*, the Forces Command (FORSCOM) Leadership Section will attempt to answer some of those questions.

## A Concept of Leadership

A book definition says leadership is "the art of influencing others toward a common goal." A military definition states that leadership is "the process of influencing soldiers to accomplish a mission by providing purpose, direction and motivation."

Simply put, leadership is what gets things done in an organization — but there is more to it.

The nature of work is different as one progresses through an organization. For example, a sergeant's work is different from a captain's work; a captain's, from a colonel's; and a colonel's, from a general's.

Field Manual (FM) 100-5, *Operations*, states that generals marshal forces, colonels direct battles, and captains and sergeants fight battles. In other words, the demands of leadership vary by organizational level. What works great at small unit level may not be worth a darn at higher levels.

In small units, leadership is individual or direct. We're talking about leading one or more soldiers, in a direct face-to-face manner. FM 22-100, *Military Leadership*, focuses on direct leadership. The historical study of leadership, which examines traits and attributes of great leaders, would also fall under the umbrella of individual leadership.

As a leader moves up in the Army, leadership expands to include indirect leadership skills. Commanders at company level and above have to lead through other leaders. A battalion commander, for example, cannot have the same type of direct influence that a platoon leader or platoon sergeant would have.

Leaders of large organizations have to lead by forging teamwork and establishing cohesion. They have to make information flow to the right people and have to worry about leading the entire organization.

At the very highest levels of the Army, generals have additional leadership responsibilities. These leaders aim the organization in the right direction by the establishment of goals, objectives and priorities. They must create a vision of what they want the organization to be.

## Our Azimuth

In following issues, we will build on these different kinds of leadership. We will start by discussing individual or direct leadership. We will progress to leading units and organizations, and finally discuss leadership at the highest levels.

One of the purposes of this column is to solicit your comments. What leadership ideas do you have that may help other Reserve soldiers or units? What leadership practices work well for you? How has your unit handled equipment or people shortages? What do you do when training areas aren't available, or when training funds are short?

We would like to publish individual and unit "success stories" of those who are applying leadership solutions to problems facing Reserve soldiers — and getting results.

We would also like to hear some of the things that aren't going so well in terms of leadership. When you call or write to us, first ask yourself what the FORSCOM Leadership Section can do to help. Also tell us what you have done so far to solve some of the problems.

## What We Can Do For You

FORSCOM offers a leadership seminar videotape set that is ideal for professional development of officers and NCOs. The tapes take about two hours to view and are available at all FORSCOM installations. All CONUSA headquarters installations have copies available from their training and audiovisual support centers. FORSCOM's Leadership Section also maintains a small library of leadership seminar videotapes.

We also offer a live seminar for brigade-level audiences. This seminar can be tailored to meet unit needs. We offer the latest in leadership and values training.

We also maintain a series of graphic training aids, available for unit use. These are ideal for posting to walls, on desktops or in notebooks. Examples include "Leadership Skills for Staff Officers," "Building a Cohesive Unit," "Leader Development Reading List" and "A Unit of Excellence."

*Write to us at HQ FORSCOM, FCJ1 – RTP (Leadership), Fort McPherson, GA 30330 – 6000. Tell us some of your success stories or subjects you'd like to see in future columns. Or call us at Autovon 367-6813/6872/6892 (commercial prefix is (404) 669-XXXX).*

*Our team consists of Maj. Ross Nida (chief), Maj. Mic Monaghan and Maj. David Hoopengardner. We're here to help.*

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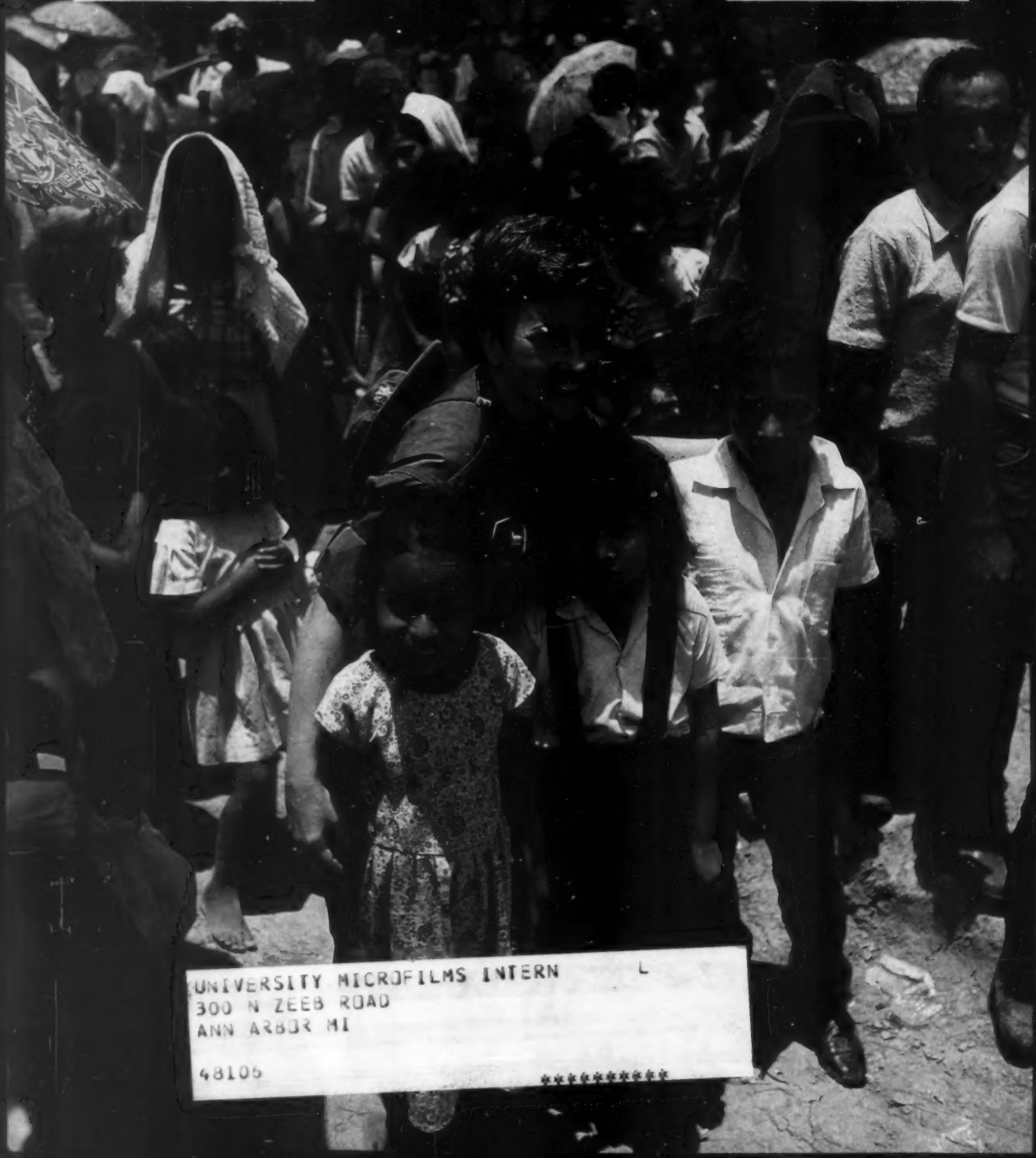

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